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INSCOM

May-June 1995

JOURNAL

FOR THE MILITARY INTELLIGENCE PROFESSIONAL



In this issue:

- *LIWA Levels Playing Field*
- *The Eyes of the Battlefield*
- *The 100 Days War Experience*

"MISSION FIRST, PEOPLE ALWAYS"

As I travel around the world, visiting our major subordinate commands, I experience this incredible feeling of *deja vu*, in the sense that I hear the same thing over and over again.

Commanders at all levels are telling me that they have the best unit, soldiers and civilians in the Army. How can this be? Can there be more than one best? I pondered this conundrum for a while before I broke the code. They are all right.

Without a doubt, INSCOM has the best soldiers and civilians, and one of the most exciting and challenging missions in the Army.

INSCOM is truly a unique command. And you really can't appreciate this unless you have visited our units. Because of our geographical dispersion, our units really have unique requirements and diverse challenges.

Our units in Korea are a mere 26 miles from the Demilitarized Zone, facing an adversary with one of the largest armed forces in the world and developing a nuclear capability. Remember that in Korea, they are in a state of armistice, not peace.

If you travel down the road in Korea, there are other unique challenges facing commanders. Base defense is a real concern, not to mention responsibilities as a sub-community commander, where the quality of life for people and their families translates into soldier-supported and maintained activities and facilities.

Then you add to that a tremendous training and readiness challenge. Korea, for most soldiers, is a short tour. That means commanders, for all intents and purposes, have

a dedicated soldier for only nine months of the year, after taking inprocessing, indoctrination, leave and outprocessing into consideration.

The theater brigades are in the process of transitioning to force projection brigades that will provide multi-discipline intelligence support to commanders-in-chief in the eastern hemisphere.

Using split-based operations, commanders will be able to provide tactically tailored, tiered deployment packages to support warfighters at all levels with tactical to strategic intelligence.

INSCOM units in Europe now face a completely different environment. Although the demise of the Soviet Union and the dissolution of the Warsaw Pact was heralded as a victory for democracy, it changed the Fulda Gap scenario, and with it went our comfort zone. We knew who our adversary was and how we would fight him.

What has replaced the Fulda Gap is a more complex, unstable environment with uncertainty, economic strife, emerging regional conflicts, transnational terrorism and the possible spread of nuclear weapons to rogue states.

Suddenly there are more diverse threats that demand our attention and call for a more discerning eye.

The Land Information Warfare Activity continues its work to bring to the warfighter a cohesive, synergistic element that will advise commanders on how best to protect their information assets while exploiting or destroying their adversaries. We just finished an information warfare symposium in April that proved extremely beneficial in mapping the direction this activity will take as we move toward the



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FOR THE MILITARY INTELLIGENCE PROFESSIONAL

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21st Century to an era of Information Warfare.

The diversity of INSCOM missions across the entire functional intelligence spectrum will continue to drive our OPTEMPO. Dealing with organizations and agencies at the national (strategic) level, to CINCs at the operational level, to Corps at the operational and tactical level, has certainly solved the problem of what to do with my spare time.

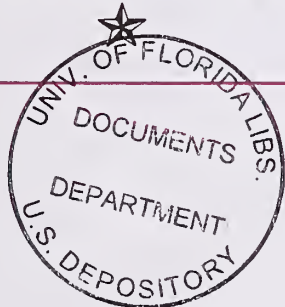
As I close, I want to take this opportunity to say farewell and Godspeed to one of INSCOM's finest soldiers. I know my command sergeant major would not want me to do this, but I would be remiss if I didn't say anything.

Command Sgt. Maj. Art Johnson has dedicated 30 years of his life in service to his country. To coin a phrase, he has "been there and done that." From Vietnam to Japan to Germany, Command Sgt. Maj. Johnson has been in every leadership position possible for a noncommissioned officer except for the Sergeant Major of the Army.

His contributions to and impact on the Military Intelligence Corps is immeasurable. We all owe Command Sgt. Maj. Johnson a debt of gratitude. He is a soldiers' soldier who spent his career taking care of soldiers and their families. He and his wife Audrey will be sorely missed.

I wish you and your family Godspeed and good luck. On behalf of INSCOM and our grateful nation, thank you for 30 years of "Great Stuff."

Trent N. Thomas



Brig. Gen. Trent N. Thomas (left) gets a "Welcome to the 703rd, we're the best" handshake during his recent visit. (Photo by 703rd MI Bde)

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MI professionals save soldier's life

Sgt. 1st Class Juan A. Padre and Staff Sgt. Harvey H. Schooner, members of Company B, 310th MI Battalion, 470th MI Brigade, are heroes in the eyes of at least one Special Forces soldier. On their morning run on Wednesday, January 4, 1995, the two MI professionals were passed by a fellow runner who suddenly crumpled to the ground, losing consciousness.

When Padre checked and found no pulse, he sent Schooner for an ambulance and began CPR. After establishing a weak pulse to the still unconscious run-



ner, Padre managed to get the attention of an Air Force Security policeman in a remote guard tower 300 yards away. The policeman took over CPR while Padre performed mouth-to-mouth resuscitation until help arrived.

"I am just so happy that I remembered what to do when it really mattered," said Padre.

Officials at the Gorges Army Community Hospital in Panama credited the two MI soldiers for saving the victim's life by their selfless and determined actions. According to a physician at the hospital, the Special Forces warrant officer had suffered a heart attack and would have died on the running trail without immediate attention.

We at INSCOM salute these professional soldiers for an act of kindness that will last a lifetime. We wish the victim, who is recovering from triple by-pass surgery, a speedy recovery.

(Submitted by 1st Lt. Merle V. Bickford)

Promotion gets top billing

Secretary of the Army Togo D. West Jr. visited the 500th Military Intelligence Brigade Headquarters at Camp Zama, Feb. 15. Making the most of his 30 minutes with the 500th, the Secretary received a condensed version of the command brief and promoted Ricky E. Sanders to sergeant major.

"It certainly was a challenge to determine what would be of interest to the Secretary of the United States Army," explained Deputy S-3, Maj. Tony

Pauroso. "We... focused on showing him where the 500th fits into the scheme of things and what value we add to U.S. Army Pacific (USARPAC)."

Following his introduction by Col. Martin G. Kloster, West told the audience that he was about to perform the best part of his job.

"This is what it's all about," he explained. "Promoting NCOs, the backbone of the Army. But a promotion does not mean you are moving to an easier job. Rather, a promotion means that you are ready to handle more responsibility, and you will be expected to do so. And now I have the honor of promoting Ricky Sanders to the highest rank an enlisted soldier can attain."

"I've worked very hard to get where I am today, but I could not have done it without support from my wife and the people I've worked with and for," said the newly promoted sergeant major. "For my whole career, I've seen promotion certificates signed under the Authority of the Secretary of the Army. So for me to be promoted to the highest enlisted rank possible by the actual approving authority is a tremendous honor."

(Submitted by 1st Lt. James W. Reidy)



New commander takes reins

Col. Robert Reuss assumed command of the National Ground Intelligence Center in a ceremony conducted at the Performing Arts Center, Charlottesville, Va., in March. He succeeded Col. Everett R. Young, Jr., who had served as commander since July 21, 1994.

Reuss previously served as deputy chief of staff for intelligence at Headquarters, Training and Doctrine Command. He has served in command and staff positions throughout the Army, both overseas and in the United States.

Reuss and his wife, Pamela, have four children.

Career Counselor of the Year named

Sgt. 1st Class Douglas J. Ports has been named Active Army Career Counselor of the Year by the Secretary of the Army. He topped 17 other major Army command candidates for the honor. Ports serves with the 731st MI Battalion, 703rd MI Brigade, Kunia Regional SIGINT Operations Center in Hawaii.

Ports serves as counselor for over 300 battalion soldiers, achieving a mission accomplishment of 100 percent of initial term soldier reenlistments, 125 percent of mid-career reenlistments and 267 percent Reserve Component reenlistments.

(Submitted by Ellen Camner)



Top student receives AUSA award

Joseph C. Irvine received the Association of the United States Army Award during the Army Management Staff College Class 95-1 graduation ceremony in April at Fort Belvoir, Va. Irvine is a Detachment Operations officer, Stuttgart MI Detachment, 18th MI Battalion, 66th MI Brigade, INSCOM.

The award was presented to Irvine by Lt. Gen. (Ret.) Richard G. Trefry, senior fellow, Institute of Land Warfare, AUSA. Since 1988, the top student of each class has received the award.

Selection criteria for the award includes high academic performance, demonstration of leadership, high ethical standards, professional attributes and participation in Army Management Staff College activities.

Two MI officers "lead" the way

Two officers of the 513th MI Brigade exemplified the principles of Duty, Honor, Country in winning the coveted General Douglas MacArthur Leadership Award. Captains Trese A. LaCamera and Leo R. Pacher were named as this year's winner by the award's sponsor, the MacArthur Foundation. Both officers will receive an engraved 23-pound bronze bust of General MacArthur, a watch from the Association of the U.S. Army and a memorandum of commendation.

LaCamera represented the Intelligence and Security Command and was recognized for her performance as Commander of Company A, 201st MI Battalion.

According to the battalion operations officer, Maj.

Mark R. Quantock, La Camera distinguished herself as an officer-in-charge of a 43-person detachment in Somalia, a combat zone. She provided time-sensitive intelligence to the commander and managed all signal intelligence assets (ground, air and sea).

Pacher represented the U.S. Army Forces Command and was recognized for his work as the corps military intelligence support element commander for III Corps. He commands 48 soldiers, serves as the officer-in-charge of III Corps deployable intelligence support element and the intelligence systems automation training officer. Pacher was nominated by the 303rd MI Battalion commander.

(Submitted by Edith Advise)

Environment gets "green" light

Katherine Breidenstine assumed the position of environmental protection specialist at INSCOM headquarters in December 1994. While seeing INSCOM through the early stages of its environmental program development, Breidenstine's job will be to ensure that INSCOM "is aware of its environmental responsibility" and "to integrate the three components (the Army's Vision, Environmental Laws and Army Regulations) of the Army's Environmental Protection Program."

Prior to joining INSCOM, Breidenstine was chief of the environmental support division for the Military District of Washington from January through December 1994. She has worked as an environmental reports manager for the Army National Guard Environmental Programs Directorate from May 1992 to January 1994.

Breidenstine holds a bachelor of arts degree in environmental science from Shippensburg University in Pennsylvania.

(Submitted by Spc. Cherise Richardson)

Bushmasters grab academic honors

Four soldiers from Company B, 748th MI Battalion in San Antonio, Texas, graduated with honors at the Primary Leadership Development Course at Ft. Hood, Texas, recently. The first Bushmaster, Sgt. Raechelle Kovl, led the way as the Honor Graduate. Graduating on the Commandant's List from class 4-95, three more Bushmasters followed: Spc. Juan Sanchez, Spc. Daniel Hawthorne and Spc. Russell Zufelt.

(Submitted by Capt. Karen L. Calkins)



L: Col. John E. Swift, commander, and Command Sgt. Maj. Benny C. Gibson, 902d MI Group, and Franz Schroegal, a German POW in WWII, review at 1945 photo of Fort Meade.

Former German POW Returns to Fort George G. Meade for Visit

By Joe Burlas

When Franz Schroegal recently visited Fort George G. Meade, Md., and the 902d Military Intelligence Group, he brought gifts and memories from the past. As a German POW in World War II, Schroegal worked as a mail clerk in Building 4554, which now houses the 902d Military Intelligence Group.

"We made 80 cents a day working as POWs," recalled Schroegal. "We could buy milk, chocolate, cookies and cigarettes from the camp canteen. Every two weeks, we were allowed to attend a band concert in Murphy Field House. Things weren't too

bad for a POW here—most of the Americans I met treated the POWs very fairly."

Col. John E. Swift, III, commander, 902d Military Intelligence Group, greeted Schroegal before the two joined other soldiers and Bob Johnson, post historian, Fort George G. Meade, U.S. Army Museum, in the command conference room to hear about Schroegal's experiences as a German POW.

In the German Army for only six months and working as an artillery battery clerk, Schroegal said he was captured March 30, 1945, by American forces in Aschaffenburg, Germany. Traveling by transport ship from France, he didn't reach the

United States and Newport News, Va., until May 9, 1945.

After POW processing at Fort Eustis, Va., Schroegal worked at a small POW camp on Maryland's western shore as a day laborer at a packing plant and on local farms.

According to Schroegal, only German officers and hard-core Nazis were kept under 24-hour guard. Most POWs were taken to work for the day by American guards and left under the supervision of a POW noncommissioned officer.

Schroegal moved to Camp Meade in late August 1945 to work at the Prisoner of War Information Bureau. His job was sorting mail



Franz Schroegal when he arrived as a POW.

for fellow POWs. The bureau handled personnel records and mail for all POWs in the United States—more than 400,000 by the end of the war.

"There were about 3,500 German and Italian POWs when I was here," said Schroegal, who lives in Neumarkt, Germany. "We were divided into six companies. Some of us worked at the bureau, others worked as mechanics, engineers, cooks, truck drivers, laundry workers and general clean-up and repair people all over post."

The former POW was released from the camp in August 1946 and returned to Germany. He said his official Army discharge certificate was signed by an American officer because the German Army no longer existed.

During his visit, Schroegal donated his discharge certificate, pictures of Camp Meade's POW camp and other paperwork to the post museum.



Mr. Burlas writes for the "Soundoff!" newspaper at Fort George G. Meade, Md.

902nd MI Detachment

By Capt. Barry L. Lee

If you think the Colorado Springs Military Intelligence Detachment professionals have the best place to live and work in the 902d MI Group, and possibly the U.S. Army, you're right. Colorado Springs sets on a high plateau at the foot of the magnificent 14,110-foot Pike's Peak. Colorado Springs is also an important national military area. Military activities include the 4th Infantry Division, Fort Carson and Pinon Canyon Maneuver Site; Strategic Defense Command National Test Bed, Falcon Air Station; 21st Space Wing and Consolidated Space Operations Center, Peterson Air Force Base; North American Aerospace Defense Command (NORAD), Cheyenne Mountain Complex; and the U.S. Air Force Academy. One out of every five workers is employed by the military.

The Colorado Springs Military Intelligence Detachment is collocated with the Federal Bureau of Investigation, U.S. Secret Service, U.S. Attorney's Office, U.S. Forest Service, U.S. Probation and U.S. Magistrate in downtown Colorado Springs. The group includes one officer, one warrant officer, and three Department of the Army civilians. Weekly telephone calls from soldiers worldwide asking for assignments to the detachment confirm Colorado Springs as a prime assignment.

The detachment provides REDTRAIN opportunities for 4th Infantry Division counterintelligence assets, and the 300th MI

Brigade (Utah Army National Guard). The detachment also provides comprehensive support to all active Army, Reserve, National Guard and other DoD related organizations throughout the area of responsibility.

The Colorado Springs Military Intelligence Detachment supports joint, combined and unified commands, as well as 11 U.S. Army major commands. As the largest area of operation in the 902d MI Group, the detachment operates in Colorado, North and South Dakota, Utah and Wyoming. The detach-

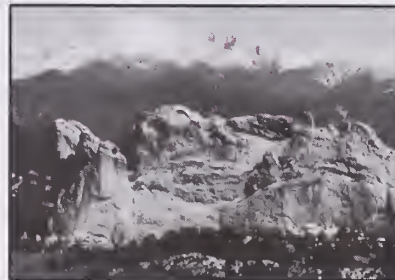
ment also maintains the largest weapons reduction treaty support operations in the continental U.S.; including a major Intermediate Weapons Reduction treaty site and over 50 percent of the U.S. Chemical Weapons stockpiles.

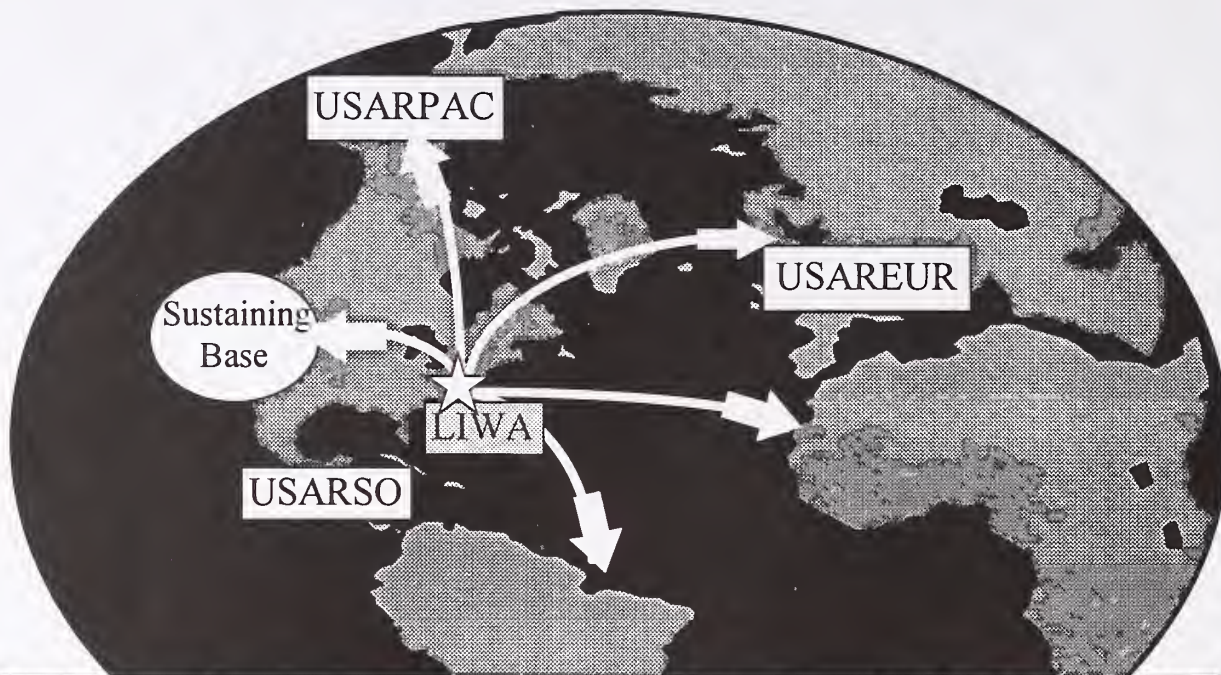
The detachment's motto of "work hard-play hard" supports the INSCOM motto of "Mission First, People Always." When the mission is complete, Colorado Springs offers varied quality of life activities to enjoy: hiking, rock climbing, mountain biking, golf, horseback riding, whitewater river rafting, skiing, hunting the largest elk and mule deer populations in the world, and fishing.

Military assigned to Colorado Springs freely admit it is "the best place to live and work" in the Army, and it can only get better.



Capt. Lee commands the Colorado Springs Military Intelligence Detachment.





LIWA coordinates and synchronizes support from INSCOM and its subordinate units, Intelligence, Information and Communication agencies, compartmented programs, and other CONUS-based resources to project teams around the globe to provide Counter C2 and C2 Protect operational, planning and training support to Land Components.

LIWA Levels Playing Field

INSCOM says "We'll do it,"... the Land Information Warfare Activity

Compiled by Master Sgt. Joan E. Fischer

The explosion of technology and information in the past decade has propelled warfare from the trenches to a higher plane of battle. The U.S. Army needed to preserve the integrity of its own information while at the same time exploiting, corrupting or destroying an adversary's information system.

The Intelligence and Security Command stepped up to the new battle plane and countered with a plan of its own. It leveled the playing field of information by assum-

ing responsibility for building a new organization — the Land Information Warfare Activity (LIWA). The Department of the Army Deputy Chief of Staff, Operations, also oversees LIWA.

LIWA is the focal point for operational integration of information warfare (IW) and command and control warfare (C2W). It will support the warfighter by responding to commanders' requests for assistance and expertise in using IW/C2W in Army combat, combat support, and combat service support operations. When requested, LIWA will provide a small supporting staff that will augment the

warfighting commander's primary staff in planning operations.

A series of "Lessons Learned" studies were conducted following the 1990-1991 Gulf War with Iraq. One area of consideration was the U.S. military's actions taken to decapitate Iraqi's command and control structure.

"We found that (the military) did an okay job, but there was room for improvement," Col. Mike Tanksley, LIWA director said, "particularly in the future."

Those studies led to an in-depth review and a joint chiefs of staff policy letter that directed a consolidation of the functions that com-

prise C2W along with IW at one central location within the Army. Each of the military services has since formed a LIWA-type activity, each tailored to meet service-specific needs. The U.S. Marine Corps has joined INSCOM's LIWA due to similar land-based requirements.

While the need for change has been documented, the process to meet the Force XXI challenges are still evolving. The battlefield of the information age represents a shift in how we train and fight. The rapid growth in technology and its impact on the conduct of war forces a doctrinal, organizational, and technological change within the Army. Communications and computer technology represent new opportunities for the Army controlling the information battlefield. They also present new vulnerabilities.

The emerging doctrine from the

policy combines the principals of psychological operations, operational security, deception, destruction and electronic warfare.

In this new age of warfare, the high ground for Force XXI will be the ability to control any potential adversary's decision-making (information) process and its decision-making cycle. By targeting the process, the military will be able to engage echelons previously out of range — or out of bounds to physical weapons.

The military must understand today's technological advances to fully take advantage of its capabilities. General Gordon R. Sullivan, chief of staff, U.S. Army, said "the 21st century is not waiting for the Army, it is already upon us, and we must meet its challenges three ways. First, we must understand the information age battlefield. Second, we must modernize to take full advantage of information age

technology. Finally, we must continue to develop the programs that 'enable' the power projection strategy."

While each of the services was forming systems for information warfare, the Office, Secretary of Defense was looking at a bigger picture. According to Tanksley, it makes sense to use those information warfare principals during peacetime. Information can be used in operations other than war missions as well as during a transition to conflict build up to gain an upper hand in an adversary's planning cycle.

Unlike the other services which formed a traditional stove pipe organization with all the required functions under one command, the Army's LIWA is centrally located with a small operational section that flows out horizontally to tap the strengths of various organizations within the Army. This precludes the heavy expense of maintaining a separate organization, and allows LIWA to tailor a response to a specific need using those same assets.

Three of INSCOM's major subordinate commands are integral parts of the LIWA umbrella. The 902nd MI Group, Fort George G. Meade, Md., provides security experts while the 704th MI Brigade, also at Fort Meade, chips in with signal intelligence measures. The National Ground Intelligence Center, Charlottesville, Va., uses its resources to provide assistance in the exploitation arena. According to Tanksley, one asset that LIWA can draw on for support includes the 4th Psychological Operations Group at Fort Bragg, N.C., among others.

"The Army's existing expertise is scattered around in small pockets," Tanksley said. "This allows us to pull the expertise together in a packet and push it forward."

Upon the field commander's request, LIWA will deploy field support teams to work under the field commander's G3, operation sec-





tion. These teams consist of subject matter experts on operational security, information security, computer security, electronic warfare, military deception, psychological operations and C2W targeting.

Depending upon the situation, a team could be sent to corps, division or joint task force level or even to a garrison-based operation. Normally, the request for support comes from the joint planning stages, but LIWA can also offer aid and assistance to planners who may not be aware of its capabilities.

The use of the various intelligence techniques to control or influence an enemy's decision process is not new to the art of warfare and conflict. The difference is in using techniques simultaneously. Now a commander can take all five disciplines and rapidly use the capabilities simultaneously through the increased advantages offered by today's computer technology.

For example, deception and psychological means were used to isolate the Normandy battlefield during World War II. Tanksley said the only thing they weren't able to

do was to surgically destroy all of the enemy's command and control headquarters. He contrasted that to the Gulf War where "we destroyed or disrupted the vast majority of the Iraqi command and control facilities and kept (it) down throughout the war."

One of the key aspects of information warfare is the ability to shape decisions of the adversary. It provides a method for getting inside an adversary's decision cycle to control its actions and makes the U.S. military actions more effective. Compromise a commander's faith in the reliability or accuracy of the information available for decision making and that uncertainty becomes a weapon that consumes time — time a leader cannot afford to waste on the accelerated battlefield of the 21st century.

A piece of sabotaged equipment destroys not only that war-making tool, but can paralyze an entire unit for as long as it takes to determine if the other equipment is safe to use. An infiltrated communications net or compromised database may go undetected until the results begin to appear on the battlefield. For

example, supplies and reinforcements sent to the wrong place, or reports of phantom units which draw opposing forces away from the main thrust, as planned by friendly elements.

According to Tanksley, the military has had the ability to perform all these measures in the past, but in a piece-meal fashion. "There was no one-stop shopping for the U.S. Army," he said. "LIWA was formed as a coordinating center for the bits and pieces of those parts."

The consolidation of the five disciplines in LIWA entails rewriting conventional military doctrine to reflect the combined use of information warfare, and the practical applications during training opportunities. As a part of that, LIWA is an active participant in supporting the U.S. Army Training and Doctrine Command as it develops Field Manual 100-6 Information Operations; corps and division doctrinal manuals and joint doctrine.

LIWA is also working with the battle command training program (BCTP) at Fort Leavenworth, Kan., to integrate IW/C2W into war-fighter exercises ongoing over the next year.

"We firmly believe this is so important to the future of the Army, that it's going to affect the entire Army," Tanksley said. "LIWA's job is to coordinate how it will affect the entire force structure."

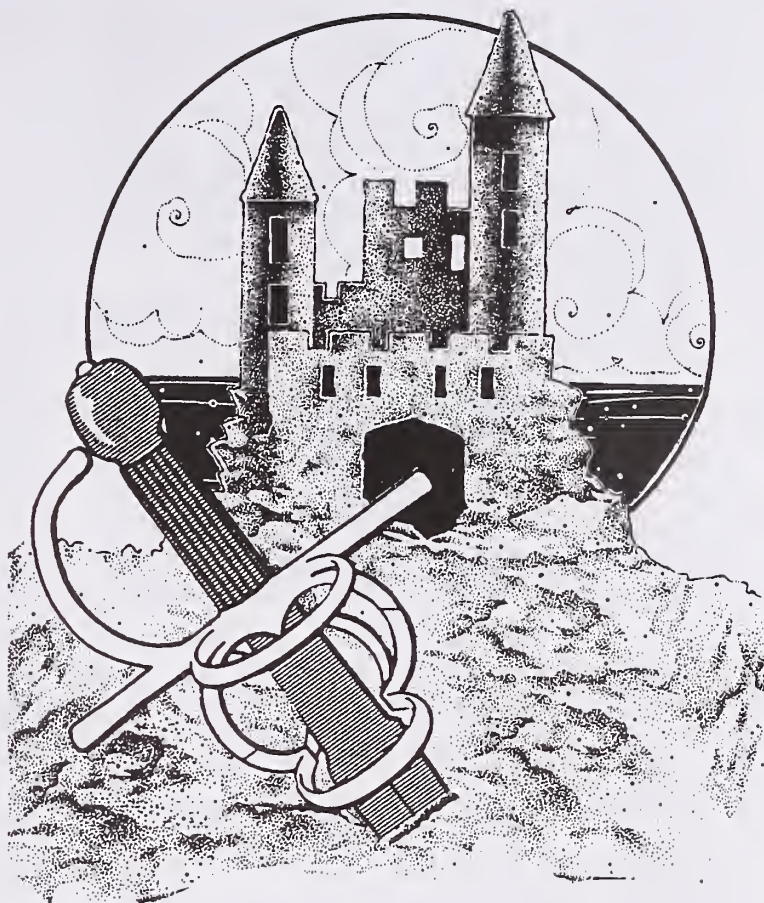


Master Sgt. Fischer is the public affairs NCOIC at INSCOM headquarters. Information for this article was compiled from articles and brochures provided by the Land Information Warfare Activity, Fort Belvoir, Va.

LIWA and Army information operations are still in the formative stages. To establish a channel for your input, please contact LIWA at (703)706-2268 or DSN 235-2268.

Vigilant Knights Draw Swords

513th MI Brigade Analysis and Control Element drew their own "line in the sand" to support Operation Vigilant Warrior



By Capt. Drew Moores

On Oct. 8, 1994, the 513th Military Intelligence Brigade Analysis and Control Element (ACE) initiated 24-hour operations in support of U.S. Army Forces Central Command (ARCENT) and began to prepare for deployment to the U. S. Central Command's (CENTCOM) area of responsibility. Saddam Hussein had again threatened Kuwait with his elite Republican Guard Forces armored formations. With its Desert Storm experience and its new role as part of the first echelon above corps force projection brigade, the 513th ACE possesses highly skilled technical personnel and equipment suited for such contingencies.

This article describes the brigade's mission and its tier deployment concept, the ACE mission, organization, and connectivity to outlying units, and how the unit's actions taken during Operation Vigilant Warrior relate to the five key principles of force projection intelligence and electronic warfare operations.

THE 513TH MI Brigade: A Major Mission

The 513th is an echelons above corps intelligence brigade which provides ARCENT with centralized all-source intelligence and collection management for all aspects of ground forces intelligence within the CENTCOM's area of responsibility.

Operation Vigilant Warrior in October 1994 provided the 513th with the opportunity to implement the five key principles of force projection intelligence and electronic warfare operations in support of a real-world contingency: (1) the commander drives intelligence; (2) intelligence synchronization; (3) split-based operations; (4) tactical tailoring; and (5) broadcast dissemination.

The force projection mission of the brigade drives *its tier deployment concept and training*. This concept is the brigade's plan to deploy three tactically-tailored intelligence and electronic warfare packages based upon mission, enemy, terrain, troops, time and transportation availability. Tier I is a minimum essential package designed to reinforce the brigade's current intelligence capability in the area of responsibility. Tier II is a battalion-sized package with greater operational and sustainment capabilities. Tier III includes the remainder of the brigade to fully support ARCENT's operations. The ACE always provides a major element to every brigade tier package. In September 1994, the brigade conducted Tier I and Tier II deployment exercises and prepared the entire brigade for overseas movement.

The ACE Mission: Support the Warfighter

The mission of the 513th ACE is "to provide all-source intelligence, collection management, imagery

exploitation, dissemination, and targeting support to ARCENT and deploying forces.” The primary focus of the ACE is on situation development and targeting. Garrison operations are driven by the ARCENT G2’s quarterly focus message (i.e. scheduled production requirements), which direct the ACE to concentrate its efforts on priority area of responsibility countries and to tailor specific intelligence products geared to the needs of the commander of the ARCENT.

When Iraqi forces threatened Kuwait on Oct. 8, 1994, the ACE immediately initiated 24-hour operations and began to prepare for deployment. The ACE contacted the III Corps and XVIII Airborne Corps G2s and their corps military intelligence support elements (also organic to the 513th MI Brigade), and the 24th Infantry Division G2. The 24th Infantry Division immediately sent a G2 liaison cell to work in the ACE as both units prepared for deployment. Priority of work shifted from scheduled projects to 24-hour operations

focused on the ARCENT (FWD) commander’s intelligence requirements.

Intelligence Synchronization

The 513th ACE is organized functionally to provide the best possible intelligence support to the warfighter. Its soldiers are assigned to two sections, production and collection management & dissemination. (See ARCENT ACE Organization chart)

Both sections contain teams with specific missions in designated areas of responsibility. The ACE enables the ARCENT G2 to synchronize intelligence to support operations. To support the commander’s decisions, the ACE provided the required intelligence on time and in the right format via the direct communications link to the brigade’s Intelligence Support Element.

During Operation Vigilant Warrior, the ACE provided numerous intelligence products to the ARCENT (FWD) commander through the intelligence support element. Additionally, analysis and control/intelligence support element intelligence products were briefed to the U.S. Ambassador to Kuwait, the Kuwaiti Land Forces commander, the 24th Infantry Division deputy commander, and the British battalion task force commander. As U.S. combat forces flowed into theater, additional demands were placed on the 513th. Selected soldiers deployed to theater on short notice to reinforce the forward-deployed intelligence support elements in Kuwait and Saudi Arabia.

Overview of Events Leading to OPERATION VIGILANT WARRIOR

By Capt. Drew Moores

6 October - The Iraqi National Congress, an exiled opposition group, reports an Iraqi brigade approaching the Kuwaiti border and Republican Guard divisions moving towards Basra.

8 October - Iraq demands that the UNSC announce a timetable for lifting the economic embargo no later than 10 October.

- U.S. ground, naval, and air forces begin moving to the region.

10 October - Iraqi tanks are approximately 12 miles from Kuwait. Estimates indicate that Iraq has 64,000 troops, 700 tanks, and 900 armored personnel carriers positioned near the Iraq-Kuwait border.

11 October - The Division Ready Brigade of the 24th Infantry Division (Mechanized) begins to arrive in Kuwait, along with 513th Military Intelligence Brigade personnel sent to augment the theater intelligence support element in Kuwait.

12 October - Iraq announces that its forces are withdrawing from the Kuwaiti border area.

- The Chairman of the Joint Chiefs of Staff General John M. Shalikashvili announced that 19,000 U.S. personnel were in theater, 44,500 were in various stages of deployment, and 156,000 were on alert.

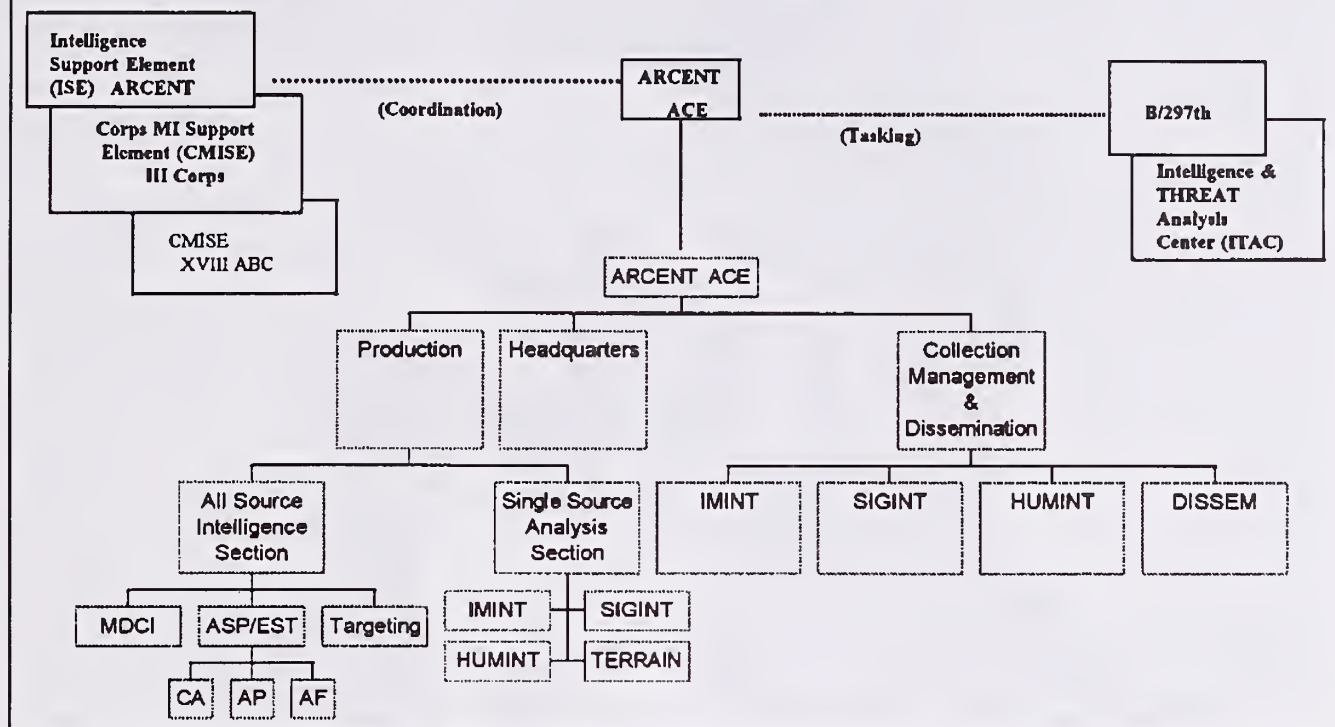
Split-based Operations

The 513th ACE has connectivity with the two U.S.-based contingency corps (via the corps military intelligence support elements), the ARCENT and in-theater intelligence support elements. Forces deploying into theater during Operation Vigilant Warrior required continuous intelligence. The intelligence architecture was already in place prior to deployment, which freed up valuable aircraft space for combat forces deploying into theater.

Deployment Option

The ACE was prepared to deploy a tactically-tailored deployable intelligence support element package in support of Operation Vigilant Warrior to meet the ARCENT (FWD) commander’s requirements for access and responsiveness. If the situation in theater had not stabilized, a robust “mini-analysis and control element” would have deployed to support an even larger contingent of U.S. ground forces. If this had occurred, the ACE (rear) would have maintained constant connectivity with the intelligence support elements in theater before, during, and after the ACE deployable intelligence support element package deployment. Once established in theater, the ACE (FWD)

ARCENT ACE ORGANIZATION



would have assumed primary responsibility for intelligence support to deployed forces.

Broadcast Dissemination

The 513th ACE is the ARCENT commander's primary means for receiving information from broadcast systems, pulling intelligence from local, theater, and national databases, and fusing it into a tailored intelligence product which is then pushed to the warfighter. This enables the 513th ACE to serve as a bridge between national-level intelligence assets and combat forces during peacetime and combat operations, providing a seamless intelligence architecture. The ACE has the ability to rapidly access (pull), process, and disseminate (push) intelligence, giving the commander the means to focus and synchronize the intelligence battlefield operating system in accordance with the intent and the concept of operations.

During Operation Vigilant Warrior, the 513th ACE was a focal point for intelligence to ARCENT and U.S. forces in Kuwait. The ACE produced 21 daily intelligence summaries which described Iraqi unit movements, capabilities, political trends, and assessments of future activities. The ACE disseminated these reports to both active and Reserve Army units involved in the operation, and most importantly, to commanders forward deployed in Kuwait and Saudi Arabia. Additionally, the ACE answered or managed nearly 200 requests for intelligence information from units at all echelons. The ACE was the primary intelligence

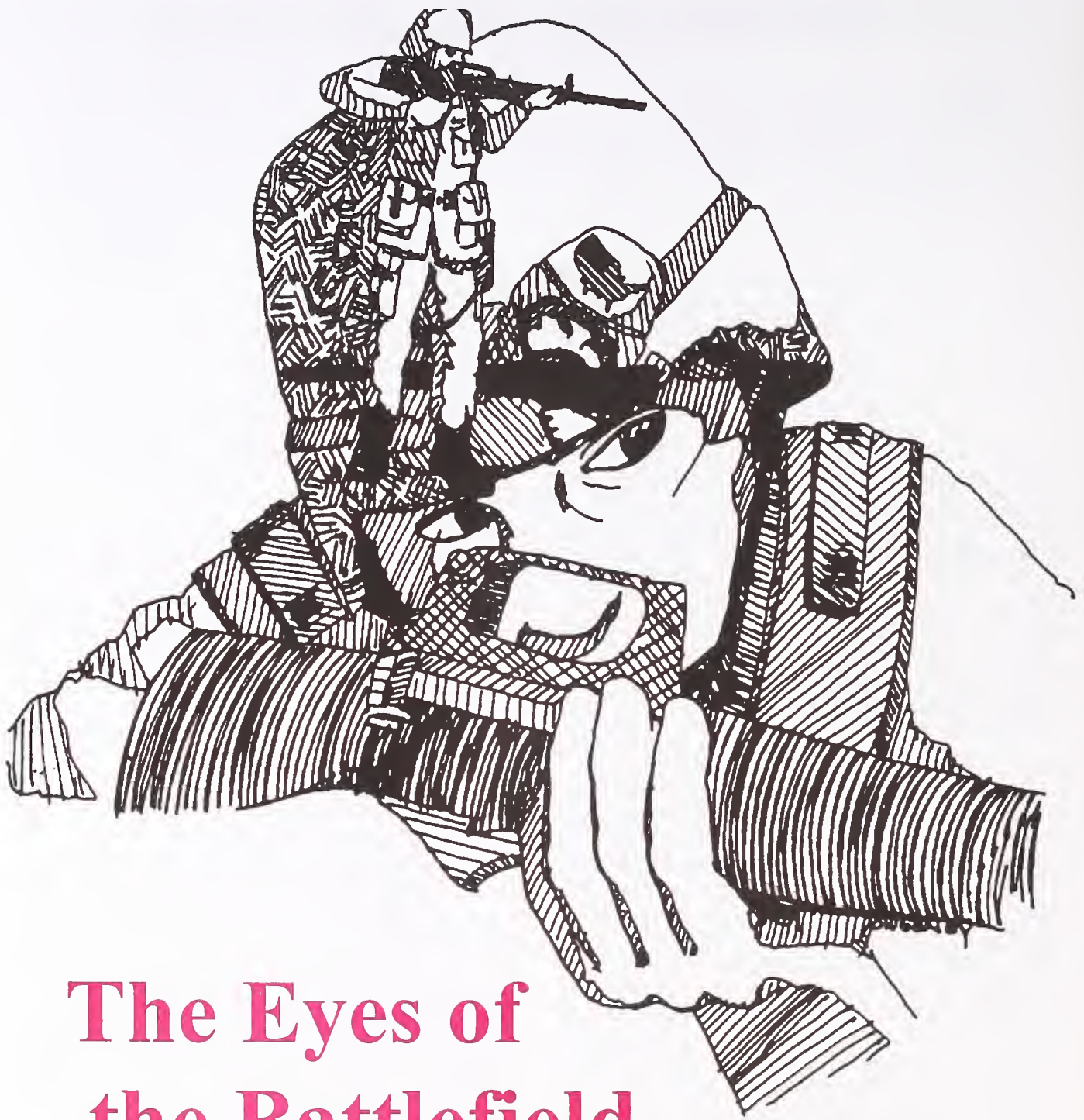
source for the division and corps involved in this contingency, working 24-hour operations from Oct. 8 - Dec. 7, 1994, when the ARCENT (FWD) commander returned to 3d Army headquarters.

Conclusion

The 513th ACE is a robust organization which is involved daily in intelligence support to the warfighter. The mission demands that it remains ready to focus on any potential crisis in the central command area of responsibility, and to deploy a deployable intelligence support element package on short notice. In order to maintain the entire brigade at this high level of readiness, the brigade conducts quarterly tier I/DISE deployment exercises. With the vital U.S. interests in the region, Vigilant Knights stand ready to provide intelligence for any potentiality.



Capt. Drew Moores is the operations officer for the ARCENT Analysis and Control Element, 513th Military Intelligence Brigade.



The Eyes of the Battlefield

By Shirley K. Startzman

"We give the warfighter the eyes of the battlefield. The warfighters begin to intimately understand how critical our assets are to them as we support them during field training exercises and command post exer-

cises," said Oneta Fioravanti, chief of Plans and Exercises for the 513th MI Brigade. "Contrary to a lot of echelon above corps units, every mission we perform is in direct support of a warfighter—the U.S. Central Command (CENTCOM), U.S. Army Forces Central Command (ARCENT) or the U.S. At-

lantic Command. Two of our battalions provide one-of-a-kind worldwide support: the Foreign Materiel Intelligence Battalion and the MI Battalion (Low Intensity)," she noted.

"Our assets are so critical that Lt. Gen. Steven L. Arnold, commander of ARCENT, will not de-

ploy without one of our analysts beside him. The same goes for his deputy, Maj. Gen. James B. Taylor, she said. Fioravanti explained the impact on the soldiers in a force projection unit—they must be ready to deploy anytime, anywhere.

Col. Walter V. Walsh Jr., commander of the 513th MI Brigade, agrees. "Our focus is to support the warfighter—any corps, division, brigade or battalion headquarters that needs our help," he said. "On June 1, 1995, we will assume command and control of the Military Intelligence Battalion (Low Intensity). They have the Predator, an unmanned aerial vehicle. This will add to our force projection capability," he continued.

In her plans and exercises office, the exercises alone are four times what they used to be. "We used to have four to six exercises a year and two to three of those exercises were internally driven. Now look at our list....22 external and brigade exercises," she said. "We will have

two or three more major exercises that we have not scheduled. This OPTEMPO is very demanding on the staffs, units, and soldiers alike," she stated.

According to Fioravanti, they are getting help in ways other than manpower. They use the Worldwide Military Command and Control System (WWMCCS), which gives access to the worldwide database for operations, plans and contingency movements. "It gives me immediate access to the exercise and real world plans and readiness system," she explained.

Another time saver was getting on line with the ARCENT local area network called the Standard Theater Army Command and Control System, commonly known as "STACCS." That gives her plans and exercises office direct communication between the U.S. Army Central Command staff and her staff.

The 513th MI Brigade is often called on to do "double duty" during exercises. One example is the

recent Roving Sands exercise in which both INSCOM and the U.S. Army Central Command tasked the brigade to perform missions.

"We were conducting our war-time mission in support of ARCENT by providing multidiscipline intelligence analysis, collection and collection management while on the ground at Fort Bliss, Texas," explained Fioravanti. "We also conducted a joint mission during Roving Sands by providing Joint Captured Materiel Exploitation Center liaison to the U.S. Central Command J2 (intelligence officer)," she continued. "In addition, INSCOM tasked us as the command and control for all INSCOM elements at the exercise."

The 513th MI Brigade tripled its investment return on Roving Sands by tying the brigade's exercise, Bold Knight, to the Roving Sands exercise. According to Fioravanti, the brigade conducted a full-scale deployment to the field at Fort Gordon, Ga., supported by doctrinal echelons above corps commu-

"Without us, the warfighter is blind," said Oneta Fioravanti.



nications. "We used the Roving Sands scenario to provide a realistic wartime environment in which to train our units during Bold Knight. It is a very rare opportunity to get all of our headquarters, both higher and lower, on an exercise at one time," she explained. The series of Bold Knight exercises are designed to build the 513th into a warfighting brigade and maintain it. Each exercise focuses on a training weakness identified by the brigade commander, so that improvements are made incrementally.

"We've made several improvements to help us support the

warfighter. Our standard operating procedures have improved because every time we go to the field, we write echelons above corps intelligence doctrine. We are qualified to write it because we're doing it," she explained. "Another improvement through automation helps us expand lateral and subordinate communications by using modems and other hardware."

According to Fioravanti, one of the keys to the success of the 513th MI Brigade is an aggressive field training exercise program. The exercises keep the brigade in focus with the warfighter it

supports...and with Reserve units that support the brigade.

"We have a very active training program with Reserve Component units. We have worked very hard to establish a training relationship with them," offered Walsh. "We simply can't go to war without being augmented by the Reserve Component. They will augment us during wartime. They are a very important part of this brigade....We are taking part in a future exercise with the Reserve Component called Gold Sword. Over 10,000 Reserve Component soldiers will be participating in this exercise. We will be training right along side of them," he said.

Along with the field training exercise program comes a high profile quality of life program for the brigade's soldiers and their families.

"Our OPTEMPO is fast, but morale is good because we take care of soldiers, their families and loved ones, both professionally and personally," said Walsh.

While the official chain of command for family support is in place, the unofficial "chain of concern" makes life easier for everyone on a daily basis. Fioravanti thinks this informal chain may be one of the most important weapons the 513th MI Brigade has in its arsenal, and she offers a salvo fire of explanations.

"We all help each other out, soldiers and civilians," she offered. "That's the kind of thing people in the brigade family do without any thought of recognition. We just do it without thinking it's out of the ordinary. For instance, we had a female officer deployed to the field on an exercise. Her spouse was left with three young sons to be dropped off every day at two different day care facilities. One of the brigade staff members arranged to meet the father at one of the day care centers and provide morning and afternoon transportation for the youngest son. That enabled the father to get to work

513th "looked internally" before Desert Storm

During May, 1995, the 513th MI Brigade participated in the Roving Sands exercise, supporting both INSCOM and ARCENT. They also used the Roving Sands scenario to fully deploy to the Fort Gordon, Ga., field to test the brigade's savvy during their own Bold Knight exercise.

According to Oneta Fioravanti, chief of plans and exercises at the 513th MI Brigade headquarters, the brigade's level of involvement was high. "We had not been involved in an exercise of this scale in which the U.S. Central Command (CENTCOM) and all its components participated since the month prior to the start of Desert Storm," she said.

"The 1990 exercise was called "Internal Look, and its scenario became reality," described Fioravanti. "Within a week after redeployment from that exercise, we were deploying soldiers to Saudi Arabia," she said.

That's not all that happened to the 513th MI Brigade on those exercises. "As the majority of the brigade played "Internal Look," the 202nd MI Battalion was exercising with the 800th Enemy Prisoner of War (EPW) Military Police (MP) Brigade," said Fioravanti. "The two units ended up being collocated in Saudi Arabia. The 800th EPW MP Brigade controlled both the two theater enemy prisoner of war camps during Desert Storm. The 202nd MI Battalion ran the two theater (joint) interrogation facilities. The whole brigade was practicing in July for what really happened in August," she said.

The 513th MI Brigade conducts exercises with warfighters on a continuous basis. Because of this ongoing relationship, the soldiers know the people and the mission, and what is required to support the Warfighter.

This year, the brigade is asking for four times the exercise budget of previous years to help them meet the requirements of over 20 exercises in FY 96! To them, it is money well spent to be the eyes of the warfighter on the battlefield and to develop and maintain that critical relationship. Most warfighters agree.....without intelligence, they are blind.

on time instead of losing an hour of work each morning and afternoon," she said.

"When one soldier's wife got stuck in the middle of nowhere with two kids and a flat tire on the family car, two NCOs offered assistance," Fioravanti continued. "The NCOs just didn't change the flat tire. The next day, they followed through to make sure she got a replacement tire. This kind of support continues in our

training environment as well as in a crisis situation. It is our chain of concern, and it works. We help each other out," she said.

Fioravanti views this personal chain of concern as a leadership tool to help alleviate stress in her own office. "When things are slow in the office, I let people loose to give them a breather. When the mission is on, I expect them to be here, and they are. It is

a true challenge to accomplish this dynamic mission and maintain a high quality of life, but we can do that by having a truly caring heart as a leader and carefully managing missions and time," she explained. For her, it means carefully managing *four* times the workload.



Mrs. Startzman is the editor of the INSCOM Journal.



The 100 Days' War Experience

The 513th MI Brigade cut to the chase of lessons learned in Desert Storm and turned into a force projection leader for future joint force operations.

By Shirley K. Startzman

There is no substitute for experience, and Operation Desert Storm provided a wealth of experience to the 513th Military Intelligence Brigade. The "100 Days' War" demonstrated the need to develop and field an ADP/Communications architecture which was scalable and could be rapidly deployed to support the United States Army Forces Central Command (ARCENT).

According to Skip Beierschmitt, brigade information management officer, prior to Operation Desert Shield/Storm the brigade's ADP/Communications architecture consisted of a few deployable mission systems and 80 x 286-based portable computers. Although the brigade's requirements for deployable com-

munications and a deployable portable computer based local area network (LAN) were submitted and validated prior to 1990, funds were never allocated to procure and field this capability. Additionally, most of the initial "deployable" systems required multiple C130/C141 aircrafts to reach Southwest Asia. The priority during the initial phases of Operation Desert Shield was to deploy combat troops and equipment. Once in theater, the brigade received 80 x 486-based portable computers, a LAN capability, and a communications interface to access national intelligence assets.

Since Desert Storm, the 513th MI Brigade continues to rotate soldiers and equipment to Saudi Arabia and Kuwait, and has deployed soldiers and equipment to Somalia and Haiti. The term, "Force Projection,"



Satellite access provides intelligence worldwide

has become the focal point for all current and future ADP/Communications developments. Currently, the brigade can deploy a Tier 1 element of soldiers and equipment within 72 hours. As the 513th transitions to a force projection brigade, its primary mission continues to be supporting the ARCENT. However, it must be able to support Joint Task Force (JTF) commanders in multiple theaters, if given the mission.

"We are already geared toward supporting Force XXI," said Col. Walter V. Walsh Jr., brigade commander. "We can tactically tailor intelligence support packages that are rapidly deployable to support the warfighter. We are already doing this daily with our split-based operations," he explained.

The 513th is the only echelons-above-corps brigade within INSCOM that is NOT deployed in its primary theater of operations.

The 513th is the only echelons above corps brigade within INSCOM that is NOT deployed in its primary theater of operations. Southwest Asia still does not have a mature communications architecture similar to Europe or Korea. The brigade deploys in three tiers. A Tier 1 ADP/Communications package consists of a mini-DISE (Router, KG-84, line drivers), a Sun 670

file server, and up to 10 Sun SPARC workstations. Tier 2 consists of half of the brigade's ADP/Communications capabilities deployed; the other half remains at Fort Gordon, Ga.

Once Tier 2 has been deployed, a Tier 3 could be deployed if required in theater. Tier 3 has all but a small capability remaining at Fort Gordon, and everything else deployed forward. As an example, Desert Storm is considered a Tier 3-level deployment. Currently, the brigade has no organic record communication assets of its own. They are always dependent on someone else for communications access. This will change once the 513th MI Brigade receives its Trojan Spirits (the first one will be fielded in June 1995.) A Trojan Spirit is a HMMWV with a shelter and a satellite dish mounted on a trailer. It will provide satellite access to send and receive intelligence information and immediately give the brigade an organic capability to interface with joint and national intelligence agencies wherever it deploys.

The brigade is scheduled to receive a myriad of new and replacement intelligence systems in the next 12 to 18 months. These systems will significantly increase its capabilities while simultaneously placing a strain on available manpower and resources. Most of the Army intelligence systems are configured and resourced to support missions for echelons corps and below units, which are Army-only units. The 513th MI Brigade is an echelons above corps unit and must

operate with, and in, a joint environment. The brigade is working with INSCOM and other agencies to integrate its systems to reduce redundancy and maximize intelligence production.

The brigade is taking a proactive approach for current and future ADP acquisitions. All computers will be laptops with either docking stations and/or use existing desktop monitors and keyboards. They will all be LAN capable and the software will be standardized. The brigade aims to have systems which are rapidly deployable with the ability to interface with satellite, radio, and landline communications.

Most of the new intelligence-based systems require support personnel to operate and maintain them. Unfortunately, some of these systems come with no additional personnel and they must be operated and maintained "out of hide." It takes two-to-three years before MTOE and TDA documents can be modified to reflect the increased authorization. Training soldiers to operate the equipment is also a challenge.

"There is a lot of potential throughout the brigade," said Walsh. "The quality of people in the brigade is just outstanding."

The brigade created a cadre of "systems smart" sol-

diers who train the soldiers: however, there is a 33 percent turnover in the military work force every year; every time the brigade loses a soldier, it also loses the soldier's institutional knowledge. Additionally, soldiers must attend required military education courses to ensure a successful career which also takes them away from training.

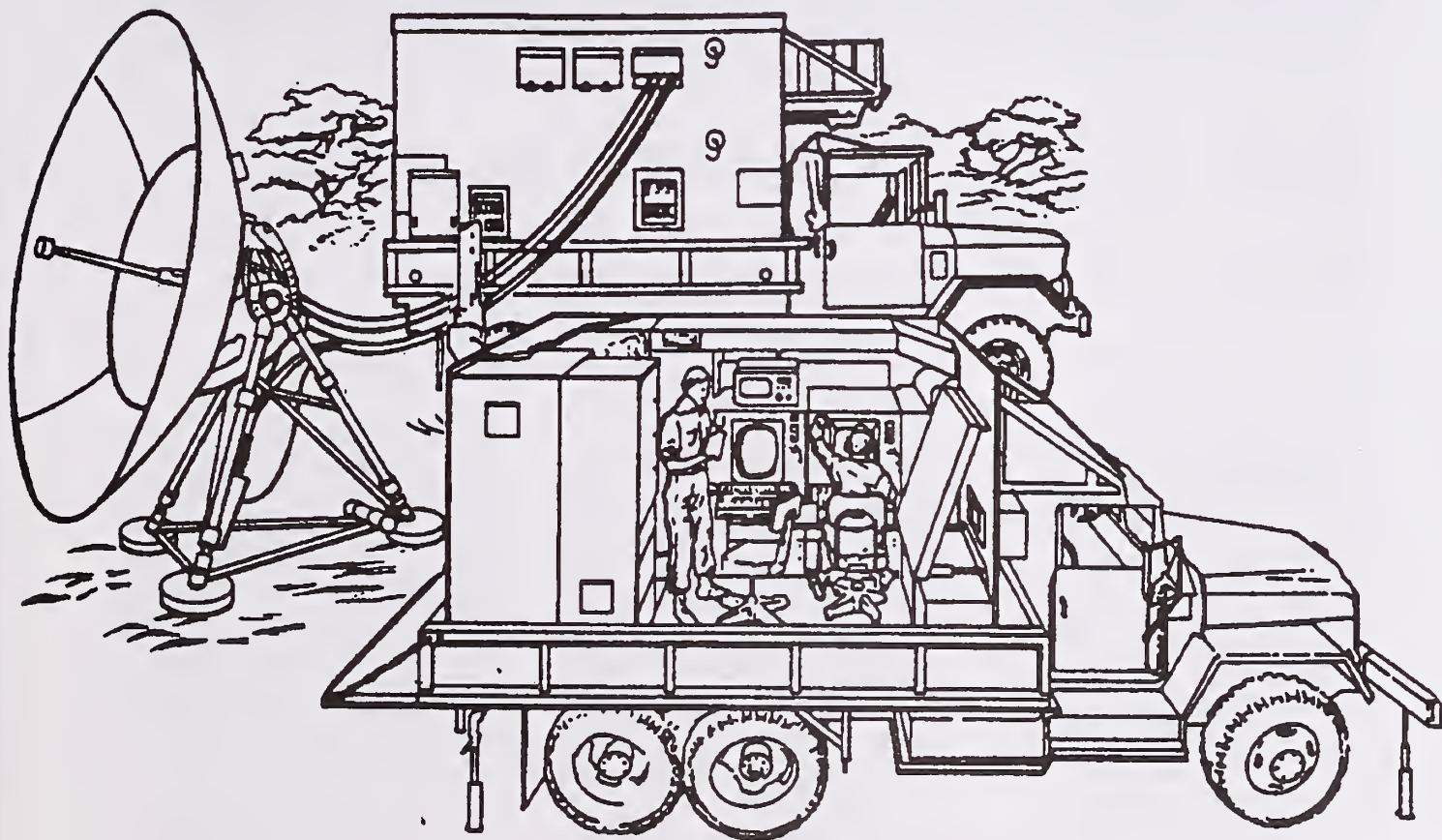
The solutions carry a high price tag. The brigade, with INSCOM's support, must turn to DA civilian and contractor support to fill the gap.

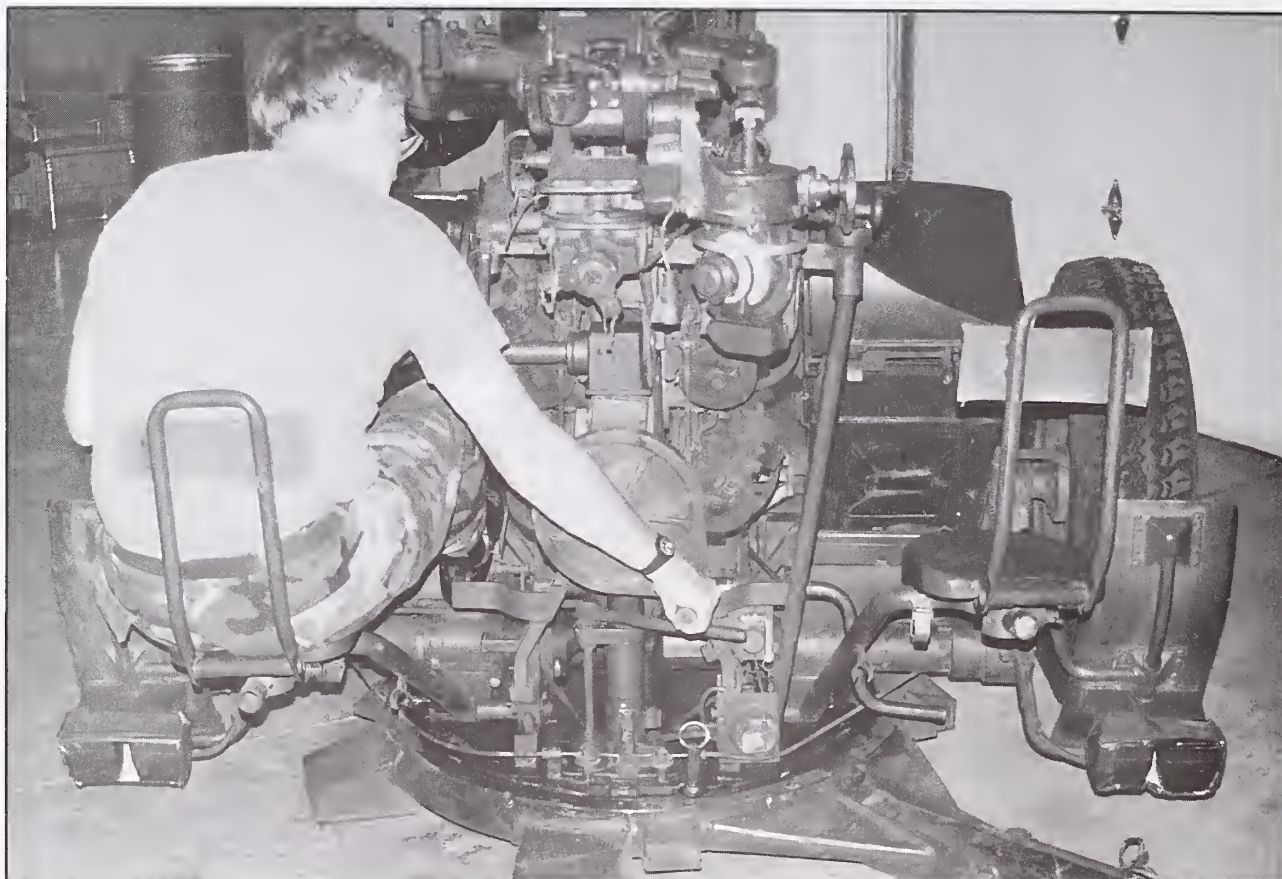
"We can't be successful in our daily mission without the support of the INSCOM staff," offered Walsh. "My staff and I talk to someone at INSCOM daily."

The 513th MI Brigade's OPTEMPO remains very high. The exercises conducted at the brigade and battalion level continually execute Tier 1 and Tier 2 ADP/Communications deployments. In each instance, the brigade must accomplish both real-world and exercise missions. The 513th leads the way in providing rapid ADP/Communications deployments.



Mrs. Startzman is editor of the INSCOM Journal.





In the past year, reservists contributed over 527 man-days above their normal drill periods.

NGIC Reserves: "Come on down!"

Reservists working at the National Ground Intelligence Center are too valuable to limit their use to two weeks annual training each year.

By Capt. David L. Ward

In wartime and during a full mobilization, about 300 reservists assigned to the National Ground Intelligence Center would constitute approximately 40 per cent of its analytic capability. Unlike most Army reservists who only train for possible mobilization, National Ground Intelligence Center (NGIC) reservists are fully integrated into ongoing intelligence analysis and production. Their training is production.

In January 1995, Secretary of Defense Perry directed that reserve intelligence organizations and personnel be integrated into peacetime intelligence production. The NGIC

recently concluded a workshop with our Military Intelligence Detachments (Strategic) (MID(S)) to assure its compliance with this directive. A review by senior NGIC management confirmed the Secretary's directions were being implemented. NGIC reservists have produced intelligence for years and some critical missions could not be accomplished without reserve soldiers.

According to Col. Ray Yount, former NGIC commander, reserve soldiers perform an important part of the NGIC's production capabilities in peacetime and in wartime. In peacetime, the NGIC's active-duty military and civilian employees accomplish much of the mis-

sion. Adding reserve soldiers moves NGIC closer to accomplishing its total mission.

The NGIC Reserves include 16 Military Intelligence Detachments (Strategic) and Individual Mobilization Augmentees. Nine soldier detachments led by a colonel form the Military Intelligence Detachments (Strategic). These special units' histories date back to World War II when the Office of Strategic Services (OSS) formed partnerships with leading universities and corporations to gain access to the best research and most advanced technology. Forty years later, these units are filled with highly skilled analysts, many with advanced degrees and

actively engaged in research and analysis in their civilian occupations.

Several of the Military Intelligence Detachments (Strategic) are the only place in the U.S. military where critical analytical capability and expertise can be found. For example, the 490th Military Intelligence Detachment (Strategic) in Colchester, Vt., is the only unit capable of performing detailed technical exploitation on certain foreign weapons. Several members of the unit work for a defense firm, and its facilities are used to test foreign equipment. This partnership has endured for decades. The 476th Military Intelligence Detachment (Strategic) in Indianapolis, Ind., performs detailed chemical warfare analysis. A number of its members are environmental and chemical engineers who work for Fortune 500 industry firms or federal and state environmental agencies. The 476th's products save the Army substantial contract expenditures with their products.

The 309th Military Intelligence Detachment (Strategic) in Lincoln, Neb., is the Army's sole resource for the exploitation of multispectral imagery. On the leading edge of this rapidly evolving technology, the 309th Military Intelligence Detachment (Strategic) provides a state-of-the-art product available

If you are a qualified active duty or Reserve MI soldier, scientist or engineer, who wants to pursue a military career in an interesting, challenging environment, contact NGIC Reserve Affairs at DSN 934-7398 or Commercial (804) 980-7398

nowhere else. In Haiti and Rwanda, traditional maps and imagery were unavailable; the 309th quickly produced map products for use by U.S. forces assigned there.

Similar critical analytical skills can be found in the 182 National Ground Intelligence Center Individual Mobilization Augmentee soldiers. While a few possess formal military intelligence training, the remainder offer unique scientific, technical, and analysis skills, many of these soldiers possess advanced college degrees. Related academic and business experience weigh heavily in the selection of Individual Mobilization augmentee soldiers. The opportunity to produce real world intelligence in specialized areas makes the NGIC an ideal place for certain dedicated citizen-soldiers. Vacancies exist for enlisted linguists and translators who can make a contribution.

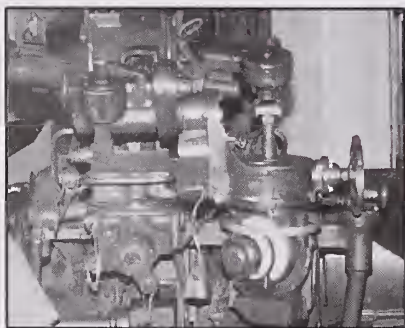
The center's reservists are too valuable to limit their use to two weeks annual training each year. In conjunction with national level policy makers over the last several years, the National Ground Intelli-

gence Center leaders have been working to get more from reserve intelligence forces. Efforts are underway to electronically connect every Military Intelligence Detachment (Strategic) to the National Ground Intelligence Center. Because of a team approach to these initiatives, the center's reservists produce intelligence every month at Navy, Air Force, Coast Guard and special Army secure facilities called Reserve Training Sites-Intelligence (RTS-I) around the country. They are fully integrated into the production management and information architectures. Using two types of special funds designated in the past year, reservists contributed over 527 man-days above their normal drill periods.

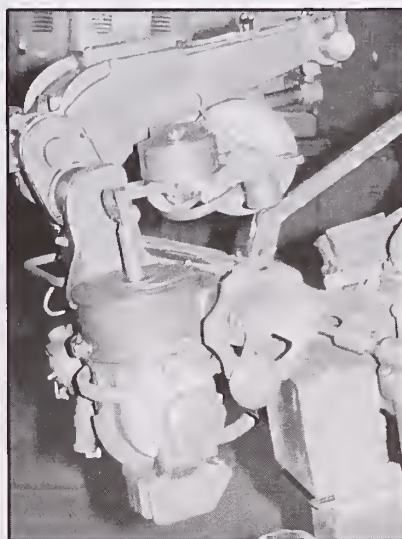
As the active duty military and civilian work forces downsize to match the reality of lower budgets, NGIC reserve forces are increasing their contributions. By integrating their critical and often unique skills into the center's production architecture, these reserve forces train for mobilization while providing critical intelligence production.



Capt. David L. Ward is the assistant S3, Operations, at the National Ground Intelligence Center.



Above and right: Analyzing equipment contributes to increased intelligence to the warfighter. (U.S. Army Photos)



Keeping America's Army Strong

Congratulations to all INSCOM commanders, command sergeants major and career counselors of the units listed below: you all accomplished your second quarter FY95 retention mission!

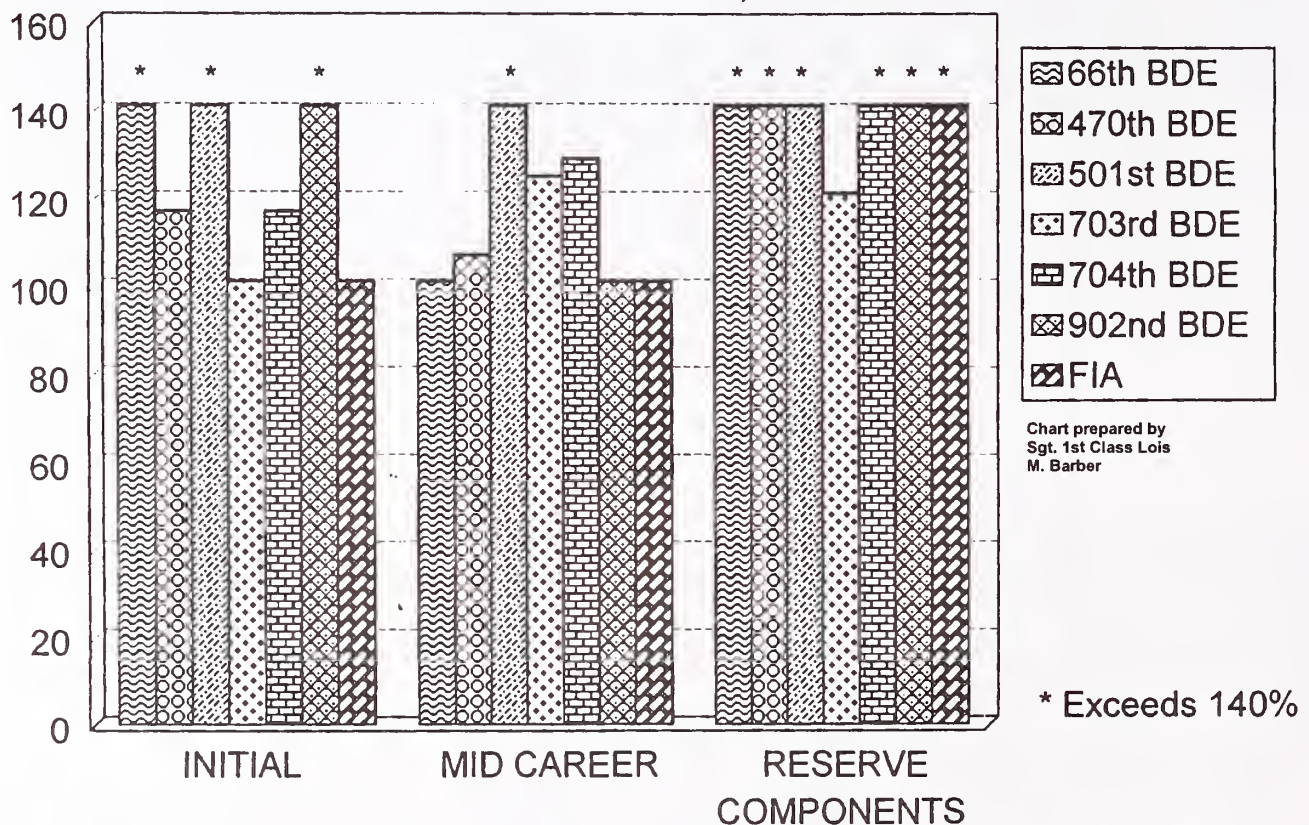
Each of these units met or exceeded mission

requirement in three areas: initial-term re-enlistments, mid-career re-enlistments and Reserve components.

INSCOM's success in the retention area leads the way. Keep doing great stuff!

INSCOM's Leading Retention

Rates for 2nd Qtr, FY 1995



500th MI Brigade rooted in WWII

The "Pacific Vanguard" traces its origins to the Allied Translator and Interpreter Service which supported Gen. Douglas MacArthur, both during and after the War. The 500th MI Group activated in 1952.

The 500th Military Intelligence Brigade, the "Pacific Vanguard," traces its origins to the Allied Translator and Interpreter Service established during World War II. During that war, the brigade provided support to Gen. Douglas MacArthur and his subordinate units during their campaigns against Japanese forces in the southwest Pacific. The brigade continued to support Gen. MacArthur in Tokyo at General Headquarters, Far East Command, after the war and during the occupation of Japan.

The 500th MI Group was formally activated at Camp Drake, Japan, on Sept. 1, 1952. The group was needed as a direct result of the Korean War and the requirement for a theater intelligence organization to provide responsive support to the Eighth United States Army and the United Nations Command in Korea and Japan.

Following the conclusion of the Korean War, the 500th MI Group assumed an expanded intelligence role throughout the Pacific with subordinate units based in Taiwan, Thailand, the Philippines, Korea, and Japan. From these strategic locations, it was able to satisfy the increasing intelligence requirements of the Pacific theater and consumers at the national level.

During the Vietnam War, the 500th MI Group intensified its intelligence efforts throughout Southeast Asia. For its outstanding contributions to the United States Army operations in Indochina during the Vietnam War, the Group was awarded two meritorious unit citations.

On Jan. 1, 1977, the 500th MI Group was placed under command of the United States Army Intelligence and Security Command (INSCOM). Shortly after the unit's redesignation as the 500th Military Intelligence Brigade on Oct. 16, 1987, the 500th received the Army Superior Unit Award for 1986-87 from the Chief of Staff of the Army.

The 500th MI Brigade was established to provide echelons above corps and echelons corps and below intelligence, and electronic warfare support to Army

units in the Pacific theater (except for those in Korea which the 501st MI Brigade supports). The brigade is a major subordinate command of INSCOM, but has been under the operational control of the United States Army Pacific and its predecessor, the United States Army Western Command since 1987.

During Operations Desert Shield and Desert Storm in 1990-91, 13 brigade soldiers from its units in Japan and Hawaii volunteered to deploy to Saudi Arabia and fill critical shortages in military intelligence and special forces units. An additional 47 soldiers from the brigade's CAPSTONE Re-

serve Component units participated in Operation Desert Storm.

The dedicated soldiers and civilians in today's 500th MI Brigade take great pride in the numerous accomplishments and sacrifices of their predecessors, and in belonging to a unit with nearly 40 years of distinguished service in the Pacific. The 500th Military Intelligence Brigade stands ready to move into the uncertain future where the threat in the Pacific theater has changed dramatically following the disintegration of the Soviet Union and the decline of communism around the world. Without question, the brigade will continue to live up to its nickname, the "Pacific Vanguard."



Our Environment, Your Responsibility

By Katherine Breidenstine

How do you define environment? Just as your response to this question is unique, so is your environment. Your responsibility to protect and conserve the environment isn't unique at all; it's a concern we all share.

As soldiers and civilians, we serve to protect our way of life and the way of life of generations to come. The way of life we protect includes protecting the natural and cultural resources entrusted to us. To that end, we need to understand why we all have an environmental responsibility. By looking at the three major components of environmental requirements, we can better understand and appreciate this responsibility.

The Army's Environmental Strategy

The first major component came in 1991 when the Chief of Staff of the Army and the Secretary of the Army signed the Army's "Environmental Strategy into the 21st Century." This strategy became a primary component of the Army's overall mission. It emphasized the commitment of the Army's senior leadership to environmental stewardship.

We received direction to carry out this strategy from the Army's vision statement which states, "The Army will be a national leader in environmental and natural resource

stewardship for present and future generations as an integral part of our mission."

Together, this strategy and vision place an environmental responsibility directly on the indi-



vidual. This is a responsibility that you must take seriously if the Army is to maintain readiness and accomplish its mission.

Environmental Laws

Compliance with federal, state, local, and host nation environmental laws serves as the second major component. Countless numbers of environmental laws affect everyone, and keeping up with them is not easy. Because of the sensitive nature of our mission some may contend that we should be exempt from compliance with environ-

mental laws, but, this is not true. The Army's lessons of the past serve to remind us that our environmental responsibility is "very real."

Consider these examples as reinforcement. The Army has:

1. Witnessed the indictment of three civilian employees for failing to comply with environmental laws.
2. Experienced the curtailment of training operations for not protecting the Red Cockaded Woodpecker and other threatened and endangered plant and animal species.
3. Paid over 9.9 million dollars in operation and maintenance funds for fines and penalties received, since 1992, for noncompliance.

Regulations

Compliance with Army regulations (AR) is the third major component. AR 200-1, *Environmental Protection and Enhancement*, and AR 200-2, *Environmental Analysis of Army Actions* are the two primary environmental regulations. These regulations define the environmental program and outline the procedures you must follow for actions that impact our environment. As an INSCOM professional, you need to acquire a copy of these regulations from a publications office or local Directorate of Public Works and review the sections outlining your responsibilities.

To achieve your environmental

Environmental Response Line

By Jeanne Maxon

Want an answer to an environmental question that affects you, your unit or your installation? The solution to your problem may be only a phone call away, thanks to the U.S. Army Environmental Center at Aberdeen Proving Ground, Md.

Dial the Army's Environmental Response Line, and you'll

have access to the most up-to-date information available on environmental issues ranging from compliance to restoration and from prevention to conservation.

Callers within the continental United States can dial (800) 872-3845. The number for callers outside the continental U.S. is DSN 584-1699.



Ms. Maxon works at the U.S. Army Environmental Center.

responsibility, you must integrate the three components into your unit's mission. You also need to consider other environmental issues, such as what the Army refers to as "pillars." The four pillars are:

1. Compliance (complying with environmental laws and regulations)
2. Conservation (protecting and conserving our cultural and natural resources)
3. Prevention (preventing pollution before it occurs), and
4. Restoration (cleaning up our past mistakes).

Effectively integrating these "pillars" throughout our mission produces a comprehensive environmental program that will allow you to achieve your environmental responsibility.

INSCOM is now in the early stages of developing its own program tailored to the geographic dispersion of our units and security requirements. As we develop our program, it is important for everyone to get involved. Finding a delicate balance between your environmental responsibility and other daily activities may sometimes seem impossible, but you can do it.

So what can you do to make your environmental responsibility become a part of your life, and not just another burden? Try the following easy steps:

- Ask questions—keep open communications within your chain of command
- Get Involved—work with your installation environmental staff and major command environmental office
- Education—seek out environmental awareness training
- Plan, program, and budget resources for environmental requirements

In February 1995, Brig. Gen. Trent N. Thomas, commander INSCOM, sent a letter to all his commanders. The letter stated, "Effective environmental management and compliance with environmental laws and regulations are essential in attaining this (The Army's environmental) vision and is our legal and moral imperative." As our leaders point out, it is up to you, in partnership with others, to do your share and to carry out your environmental responsibility.

Discussing environmental issues is especially fitting this year, because the 25th anniversary of Earth Day was in April. Because of the anniversary of Earth Day, the Department of Defense, with the support of the Department of the Army, has officially proclaimed 1995 as "Earth Year."

As we celebrate "Earth Year," there is no better time to ask yourself if you are really supporting the environmental ethic as much as

you could and, whether you are taking care of your environmental responsibilities. Make the commitment to support the Army's vision; echo our motto, "Mission First, People Always;" and take this opportunity to achieve your environmental responsibilities.

For more information on environmental issues, contact Katherine Breidenstine, environmental protection specialist, IALOG-I at DSN 235-1039.



Ms. Breidenstine is the INSCOM Environmental Protection Specialist.

Sausage and pepperoni with cheese, please

Pizza intelligence was known as an operational security indicator in 1990 and may have been used by the Iraqis. It certainly was used by Domino's Pizza deliverers. Operational security indicators are those pieces of information or activities that usually are unclassified in themselves, but may act as a tip-off to your intentions or capabilities....a change in the normal behavior pattern.

Prior to troop deployments to Grenada, Panama and the Middle East, Domino's Pizza orders substantially increased deliveries to the Pentagon and White House. According to the Washington Times, during the early hours of the aborted Kremlin coup in August, 1991, Domino's "pizza meter" registered 102 deliveries to the Pentagon, breaking the Gulf War record by one; the White House ordered 52 pizzas, breaking its Gulf War record by seven. The CIA, by contrast, learned its OPSEC lesson: there were only two orders, and they were quickly canceled.

"I read about you in the paper."

With just a little information from you, the Hometown News Service can share your successes with your hometown friends and family

By Ellen Camner

What if everyone in your hometown could read about your promotion, victory in a major inter-service or national sports competition, or your reassignment overseas? What if family and friends could proudly see an article with your photo in your hometown newspaper about your award or graduation from a training course?

The Hometown News Release Program makes it happen by telling soldiers' stories to their hometowns. Through the Army and Air Force Hometown News Service, these accomplishments and "good news" stories reach the widest possible audience in thousands of civilian news outlets in hometown America. It helps you stay in touch with your family and friends and it builds grassroots support for the military.

Since local papers don't have the editorial staff or resources to cover these "good news" stories, Hometown News is the answer. Located at Kelly Air Force Base, Texas, the Hometown News Release Program converts these stories into news releases and sends them to newspapers in the soldiers' local communities. DoD, Army and Air Force civilians can take advantage of the Hometown News Release Program, too.

Your first step to recognition begins when you complete the Hometown News Release DD form 2266 listing an event, achievement and next-of-kin. Your unit reviews the form to make sure it's correctly completed and signed before sending it directly to the Hometown

News Release Center. If you have photos of the event, your unit can send those along, too.

The center has processed forms on over 4.5 million soldiers and airmen and mailed 18.5 million



news releases to nearly 11,000 newspapers. In 1994, the DD form 2266 generated 781,100 releases with 53,181 photos processed.

From basic training graduation to promotion to overseas PCSs, stories feature significant events in a servicemember's career. According to Hometown News reports, over 10,000 newspapers around the United States carry "Military News," informing the American public about local soldiers serving around the world. The center's clipping service sends the newspaper articles back to the soldier.

Completing the form

Unit public affairs offices can provide DD form 2266. Take time to read the instructions on the form

and complete it accurately. Many times a hometown news release is delayed because of careless errors, such as failure to sign the form or not listing the next-of-kin in the local community. There is no guarantee the local press will print the release, but Hometown News makes every effort to get the information to the local news source. The program's success depends on each unit submitting the DD form 2266 as a routine part of a soldier's promotion, award or other milestone.

The Hometown News Service offers different products to effectively tell the soldier's story. It produces video and radio news releases and print/photo feature releases. Media, television, radio and features teams travel around the world to get soldiers to tell their stories. All the unit needs to do is provide the people — they'll do the rest.

The features division of the Hometown News Service visits a unit and takes pictures; the result is a full-length feature article about soldiers ready for publication in thousands of newspapers in the United States. The story carries the member's quotes, an on-the-job photo of the interviewee, and two or three photos about the mission and local area. Training exercises make excellent print features.

Consider this: In 1994, over 3,700 in-depth feature stories with photos reached over 45 million readers at over 750 locations. How's that for coverage?

Radio & TV News

Hometown News also has a "hard news" asset — radio. Radio

can move quickly with very little equipment, cover breaking events and deliver the story to a servicemember's hometown almost immediately. In addition to "hard news" stories, radio also covers current event stories. The news service produces 60-second audio news releases. More impressive facts: In 1994, over 400 releases reached more than 128 million listeners.

The TV division produces 90-second video news tapes that target human interest angles. The unit's public affairs representative does the interview and sends the tape to Hometown News Service. By far, the biggest and most successful TV production is the annual "Holiday Greetings Program," taped at overseas locations. Hometown news is contacted by TV stations as early as July because the taping crew completes its work in mid-September. The TV branch

sends news teams worldwide to visit hundreds of military installations and interview thousands of soldiers and family members who can't be home for the holidays. The news service tracks the number of stations receiving the tapes. Sometimes a TV station will receive several tapes and choose from among them; others want to use all tapes received from every location.

Rich Lamance of the Army and Air Force Hometown News Service stresses the Hometown News Release is a "soldier's" program. "It's a way for the soldier to tell about an accomplishment.... and get that story across to the family and friends back home." He said that while the program has traditionally been considered a "commander's" program, more along the lines of numbers and quotas, this is not the case.

"The biggest problem we have in terms of our image," Lamance

said, "is that Hometown News is not a big 'black hole' where forms go in and nothing comes out. We have a clipping service that proves these stories can and do reach millions of people in the hometown region."

More than 13,000 news media outlets — print, radio and TV — subscribe to Hometown News in all 50 states and the territories. Personalized releases are marketed to those U.S. hometown media through 10,500 newspapers, 1,000 TV stations, and 2,900 radio stations.

The varied facets of the news program spotlight the soldier's achievements and project a positive image....to reach out and touch the friends and family back home.



Ellen Camner is the INSCOM public information officer.

"Retreat" Proves Positive Experience

By Staff Sgt. Cindy Hawthorne

"Retreat" is not a command usually heard by troops, but for 23 single soldiers from the 500th MI Bde and the 17th Area Support Group, the experience proved positive. The soldiers volunteered to participate in a postwide Single Soldier Retreat for Camp Zama, Japan, sponsored by the unit ministry team, 500th MI Brigade. One of Japan's most popular resorts, Tama Lodge, provided an atmosphere of change from everyday schedules.

"Even though the Better Opportunities for Single Soldiers (BOSS) program is available, the single soldier retreat gave us time for relaxation, fun and to gain some knowledge on the different aspects of life," said Pfc. Keith McGrew, 500th MI Brigade photographer.

The retreat began with a tour of Tama Lodge followed by a feast for the hungry participants. Chaplain (Maj.) Kristan Ajarapu, 500th MI Brigade, presented a class on effective communication, opening a group discussion on different techniques. A video tape titled "Group Dynamics," helped the group to discuss how individuals are characterized by the different groups of people with whom they socialize.

According to Spc. Scott Palmateer, S2, personal se-

curity NCO, "The Group Dynamics Class was enlightening about how we as individuals perceive ourselves in a group setting, and how we can affect others."

The retreat also provided time for physical relaxation, as participants golfed, rode horses and walked nature trails, while others simply enjoyed quiet time away from Camp Zama.

The evening speaker, Maj. Curtis Croom, brigade executive officer, discussed "Faith as a Combat Multiplier." Croom stressed how many soldiers have been blessed with physical skills for combat and the added benefits of faith.

"The way the class was taught perfectly blended with the cruelties of combat and the role religion plays for soldiers to accomplish the mission and survive the stress," said Sgt. 1st Class Jose Santiago, S1 noncommissioned officer in charge.

Sponsored by the unit ministry team and the Consolidated Chaplains' Fund council members, the goal of renewal, both mentally and spiritually, became a reality on this retreat.



Staff Sgt. Hawthorne is a member of the 500th MI Brigade.

INSCOM's "Doctor" of NCOs Writes Plain Prescription for Soldier Success

By Staff Sgt. Don Moore

Like a spoonful of medicine going down slowly, INSCOM's top soldier, Command Sgt. Maj. Art Johnson, delivered a bitter sweet message to 15 NCOICs from the 500th MI Brigade. The sweet part was easy: "Be the best you can be." The bitter portion was frank: make weight and pass the PT test or no Army schooling. On his third visit to the Pacific region, Johnson poured the same message on all the soldiers on his stops.

"Every soldier who goes to NCOES is going to be required to take an entry physical training (PT) test and you must pass that PT test to be enrolled in the school," said

Johnson. "Right now, they're doing a study on the effects of altitude and travel, and how it affects a soldier who is given a PT test at Fort Huachuca (4500 feet elevation) two days after arriving from Korea."

According to Johnson, Sergeant Major of the Army Richard Kidd and other senior enlisted leaders believe a soldier should be able to walk off a plane and pass a PT test, even if that soldier is coming from Korea and deplaning in Alaska. Command Sergeant Major Johnson agrees.

"The thing we need to stress with our soldiers and what you need to understand is when this comes into effect—and it *will* come into effect—the idea is to pass the test," he explained.

"Pass the test, get enrolled in the school and then, as you're given the test again throughout the course, try to improve your score."

Johnson also said most junior soldiers never get any feedback from their NCOICs; when they do, it's usually all negative. This is an Army-wide problem.

"We talk to our soldiers about the negative things and our soldiers are beginning to believe that on the enlisted side of the house it is a zero defects environment," he said. "In other words, we do not tolerate failure."

Johnson said this emphasis on zero defects concerns top NCO leaders; they don't want to create



Sgt. 1st Class Adrian Pinn, 500th MI Brigade, and Command Sgt. Maj. Art Johnson left their boots at the door of the new barracks at Camp Zama, Japan.

(Photo by Pfc. Stephanie Thomas)



Command Sgt. Maj. Art Johnson met as many soldiers as possible during a recent trip to the Orient.

(Photo by 500th MI Bde)

an atmosphere in which soldiers are not allowed to make honest mistakes.

"I had a young soldier that was in the Primary Leadership Development Course, a good soldier, who had to score 37 push-ups to pass the APFT, but only did 35 correctly. But, while in the sit-up line, he took his pencil and erased the push-up score and, after finishing his sit-ups, returned to the push-up line," Johnson explained. "This was a diagnostic test and there was no requirement to pass it to enroll in the course. We have ingrained in our soldiers that failure is unacceptable. After sitting down and talking to that soldier, that's ex-



Rt: Command Sgt. Maj. Art Johnson talked with soldiers at Camp Zama's dining facility.

(Photo by 500th MI Bde)

actly what came across to me. We have got to be more positive and less negative. Build the soldier's self-confidence and confidence in the equipment. A soldier can make an honest mistake and still have a career. We learn by our mistakes, but don't repeat them."

Soldiers are finding out that being overweight can affect their careers drastically. It can stop selection for promotion and prevent you from entering any NCOES school.

According to Johnson, borderline soldiers should pay close attention to their weight prior to attending NCOES schools because their careers are on the line. First line supervisors need to counsel these soldiers so they understand their situation.

"Schools are turning soldiers away for being over bodyfat," he explained. "The standard says if you show up and you tape over, you leave. They don't tell you to go run around the building and come back tomorrow, or go sit in the sauna for an hour or two and come back. If you tape over on your one chance, then you're leaving." Using common sense might be a good idea before sending a soldier to school. If the individual doesn't meet the standards, simply stating that the soldier does not meet the requirements to attend at this time would be smart.

"Soldiers who do not meet weight standards at an NCOES

school could have this happen to them. If you're on the promotion list and you are dismissed, you're coming off the promotion list and it's going to show in your records that you received an academic report which shows 'relieved for not meeting the standards'. If this happens, the odds are you will see a QMP on the next DA board."

After his discussion with the NCOICs, Johnson went to the award-winning Camp Zama dining facility where he ate, talked and shared stories with the Pacific Vanguard soldiers. After lunch, the INSCOM command sergeant major got a first-hand look at the soldiers' current living quarters, as well as the new ones they will move into during the first part of '95.

Before entering the new barracks, however, Johnson got a chance to experience Japanese culture as he had to walk through the soldiers' new living quarters in Japanese house shoes! He thought the new barracks were exceptional and would help keep the soldiers' morale high.

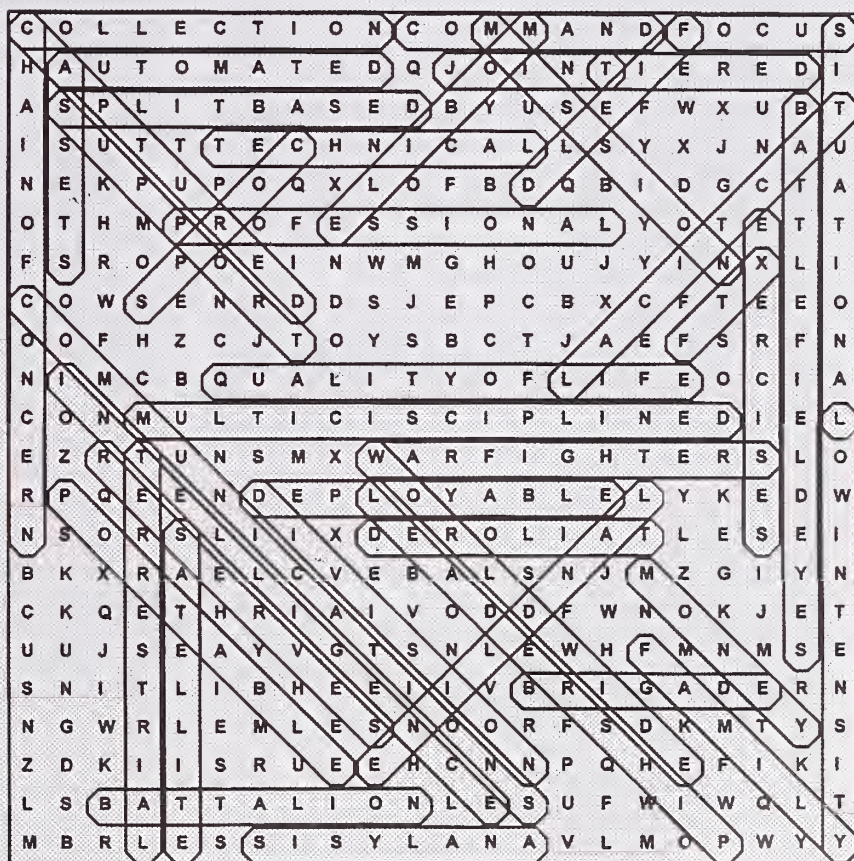
Johnson's visit provided the brigade's senior NCOs with an excellent learning opportunity, yet they weren't the only beneficiaries.

Each of the brigade's soldiers enjoyed meeting and talking with an individual considered by most to be "a soldier's command sergeant major."



Staff Sergeant Don Moore is a public affairs NCO at the 500th MI Brigade.

Supporting the Warfighter Puzzle Solution



Higher Authority needed for 'expedite' passports and visas

Requests for official Defense Department passports required in less than 30 days — termed “expedite” — and walk-through visas must now be signed by general officers or senior executive service equivalents.

Applying to all military branches, the policy aims to reduce the flow of expedite or walk-through passport and walkthrough visa requests, according to the U.S. Army Service Center for the Armed Forces, DoD's executive agent for passports and visas.

The change affects all official passport and visa requests processed within the continental United States, Alaska, Hawaii, Puerto Rico and Guam. It also applies to dependent no-fee passports — that require visas — for the same geographic areas.

Expedite and walk-through requests have become the rule, not the exception, escalating processing to unmanageable proportions,” said Col. Donald C. Cook Jr., USASCAF commander.

Requests generated at installations with no general officer or SES equivalent may be signed by the installation commander but must explain the absence of a general or SES signature, Cook said.

“We recognize the military's emerging role for peacekeeping throughout the world and the need for travel in support of that mission.

“However,” Cook said, “travelers must plan ahead and commence passport and visa application processing as soon as they are notified of the foreign travel.” (*Army News Service*)

\$928 Million in GI Dividends

The Department of Veterans Affairs will pay \$928.2 million in 1995 to veterans holding active dividend-earning government life insurance policies. Dividends range from \$230 to \$581 and vary according to a veteran's age, type of insurance and policy duration. The dividend-earning government policies were issued between 1917 and 1956. Automatic payouts will be credited on policy anniversary dates. The current Servicemen's Group Life Insurance plan covering active duty members and reservists does not pay dividends. Policyholders do not need to file any applications. Questions? Call the VA at 1-800-699-8477. (*American Forces Information Service*)

Veterans Benefits

There are two types of benefits from the Department of Veterans Affairs—disability compensation, and dependency and indemnity compensation, widely known as DIC.

Veterans are entitled to disability compensation if they are disabled by an injury or illness that occurred while in the service. For example, Persian Gulf veterans may be eligible for disability compensation if they suffer chronic disabilities resulting from undiagnosed illnesses. DIC goes monthly to an eligible surviving spouse and children of a veteran whose death resulted from a service-connected disability. In some cases, eligibility may extend to parents of a veteran who died resulting from a service-connected disability. For forms and more information, visit the nearest regional VA office or call 1-800-827-1000. (*American Forces Information Service*)

Recruiting to rise in FY 1996

With the end of the drawdown in sight, defense officials are increasing recruiting efforts to shape the country's armed forces.

Faced with an active force recruiting goal of 191,000 this year, DoD budgeted \$1.42 billion in 1996 and \$1.45 billion in 1997. These funds pay for advertising, recruiter compensation, recruiting support activities, bonuses and education incentives.

“Our recruiting requirements are not staying the same—they are going up,” said Fred Pang, assistant secretary of defense for force management. “During this period of drawdown we cut back on recruiting and we're now getting into the position of having a stable force. That means we're going to bring in a few more people than we've done in the past.”

DoD plans to draw 208,000 recruits in fiscal year 1996 and 226,000 in 1997, while making its final push toward reducing existing force strength. Current projections have DoD force strength dropping to 1.485 million by the end of fiscal year 1996—a drop of 38,000 from 1995 figures. It's also a 27 percent personnel drop since the drawdown began in 1990.

To help the services in their force reductions, DoD budgeted \$930 million in fiscal year 1996 for transition assistance programs. These programs range from maintaining transition and job assistance centers to cash incentives for departing personnel.

DoD's Special Separation Benefit and Voluntary Separation Incentive programs are again available to members who voluntarily leave the military. Personnel must have six to 19 years' service to qualify and must be in specific overstrength grades and skills.

Payments for both programs are based on rank and longevity. The Voluntary Separation Incentive program pays departing service members in annual increments, while the Special Separation Benefit provides a lumpsum payment on the service members' departure.

In addition, DoD also plans to continue early re-

tirement programs. These programs provide selected service members with between 15 and 20 years' service the opportunity to retire. (*Sgt. 1st Class Stephen Barrett, American Forces Information Service*)

VA help for Persian Gulf War veterans and family members

Persian Gulf war veterans and their families can call the Department of Veterans Affairs toll-free for information on available medical care and other benefits. The toll-free information line is **1-800-PGW-VETS (1-800-749-8387)**.

Persian Gulf war benefit specialists staff the helpline, headquartered at a new Persian Gulf Information Center in St. Louis. They are available weekdays from 7:30 a.m. to 8:30 p.m., Central time. The helpline includes a series of recorded messages enabling callers to obtain information 24-hours-a-day.

The helpline is part of a comprehensive outreach program established to assist Persian Gulf veterans. The Veterans Benefits Act of 1994 called for the helpline and a newsletter with information on research on illnesses of Persian Gulf veterans and their families and benefits available through VA. More than 39,000 veterans on VA's Persian Gulf registry receive the newsletter.

Also, information on VA benefits, medical care and research, including assistance for Persian Gulf veterans, is available on an electronic bulletin board system. Callers with a personal computer that includes a modem and a communications package can access VA-ONLINE. The toll-free number is **1-800-US1VETS (1-800-871-8387)**.

Secretary of Veterans Affairs Jesse Brown said the VA will review claims previously filed by those who believe they were exposed to an environmental hazard while serving in the Persian Gulf theater. He advised veterans to file claims if they believe they are entitled to benefits. (*American Forces Information Service*)

Overseas personnel to receive earned income tax credit in 1995

DoD officials estimate 15,000 service members stationed overseas may qualify for an up to \$2,500 earned income tax credit in 1995. Service members will be able to claim the credit next year on their tax year 1995 returns. One provision of the General Agreement on Tariffs and Trade, passed by Congress in December, extends the earned income tax credit to active duty personnel assigned overseas.

The earned income tax credit is based on individual income and the number of qualifying children living

with the taxpayer(s) for more than six months of the year. If the credit involves foster children, they must live with the taxpayer the entire year.

Officials said military personnel claiming the credit must include some otherwise nontaxable income in computing earned income. This includes basic quarters and subsistence allowances and pay excluded from taxable income due to service in a combat zone. Variable housing and station allowances are not part of earned income.

IRS Publication 596, *Earned Income Credit*, explains the credit. For a free copy of this and other publications, call toll-free **1-800-8293676** or write to: IRS, Forms Distribution Center, PO Box 25866, Richmond, VA 23289.

(*By Sgt. 1st Class Stephen Barrett, American Forces Information Service*)

RIF employees get head start

Federal employees who may lose their jobs in a reduction-in-force can get a six-month head start on job hunting or retraining under new Office of Personnel Management rules.

Agencies will be permitted to issue a "Certificate of Expected Separation" to employees likely to be separated by a RIF within six months. Only potential RIFed employees with limited job prospects qualify for the certificate.

The certification will qualify employees for advanced registration in retraining or placement assistance programs such as DoD's Priority Placement Program and OPM's Interagency Placement Program.

It will also provide the opportunity to receive counseling, testing and other support. Through the Job Training Partnership Act, the U.S. Department of Labor provides funding for various types of retraining and readjustment assistance to displaced workers, such as counseling, testing, placement assistance and other support activities.

Employees can download sample certification letters from the RIF/Downsizing forum of OPM's MainStreet electronic bulletin board on **1-202-606-4800**. (*American Forces Information Service*)

Free benefit books for federal employees

Federal employees can obtain a free guide, "The 'Ins' and 'Outs' of Your Federal Benefits." The 40-page booklet includes chapters on salaries, leave benefits, health and life insurance programs, labor-management relations, retirement, buyouts, reductions-in-force, resumes and relocation benefits.

The book, courtesy of Public Employees

Roundtable and its corporate forum, also has a chart to help federal employees determine their retirement income requirements.

For a copy, dial toll-free **1-800-442-6654**. (*American Forces Information Service*)

Supreme Court overturns ban

A 6-to-3 Supreme Court decision Feb. 22 struck down the honorarium ban imposed on lower-ranking federal workers.

The justices ruled executive branch workers below GS-16 have a constitutional right to be paid for writing and speaking outside their jobs. However, the court let stand the ban for high-level government officials, judges and members of Congress and their staffs.

Government ethics officials were still determining how the court decision affects military officers.

(*Evelyn D. Harris, American Forces Information Service*)

Info superhighway still needs clearance

Get clearance for information in electronic form the same as for hard copy. That's what Deputy Defense Secretary John Deutch reminded the department in a recent memo.

He acknowledged DoD, like other federal agencies and private companies, has quick and easy electronic ways to communicate with the general public. He mentioned electronic bulletin boards and the growth of the Internet system as part of the huge available worldwide network.

But even with the Clinton administration's theme of openness in government, Deutch wants DoD to ensure the proper review and clearance of information on electronic systems, whether it's placed on a "publicly accessible computer server or in response to electronic mail queries from the general public."

(*American Forces Information Service*)

Reach out and pay for 800 numbers

By Evelyn D. Harris

If you think "toll free" and "800 number" mean the same, beware. A 1992 rule change made it legal for companies to charge consumers for certain 800 calls, according to Federal Communications Commission officials. Furthermore, while customers can block 900 number calls, they cannot block 800 calls.

The 1992 Telephone Disclosure and Dispute Resolution Act said 900 numbers should be the prime means of access to telephone information and entertainment services. However, it allowed companies to bill for certain 800 entertainment and information calls if callers "presubscribed" to receive the service.

According to FCC's Mary Romano, complaints concerning companies' abuses of this privilege led the FCC and the Federal Trade Commission, the two government agencies regulating the telephone industry, to strengthen consumer protections in rules effective Nov. 1, 1994.

Complaints involved callers to 800 numbers who were switched to 900 numbers or international numbers without being informed of the charges, sometimes as high as \$4.99 a minute. The companies billed (possibly un-

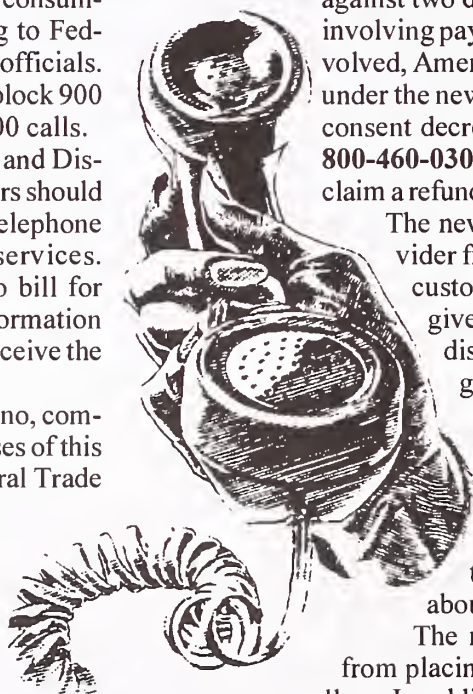
wary) individuals and businesses for calls made from their phones to sex, dating service and psychic advice lines, according to FTC officials.

Before making the rules, FTC brought charges against two dozen companies for unfair practices involving pay-per-call services. One company involved, American TelNet, was the first prosecuted under the new rules. American TelNet agreed to a consent decree settlement with FTC to set up **1-800-460-0307** as a free number so consumers can claim a refund or credit, said FTC's Bonnie Jansen.

The new rules prohibit an information provider from billing for an 800 call unless the customer pays with a credit card (which gives consumers important billing error dispute resolution rights) or unless a legally competent adult establishes a presubscription arrangement in writing. This agreement must spell out the provider's name and address, its rates (flat fee or per minute, and how much per minute) and tell customers where to complain about billing errors.

The rules generally prohibit companies from placing collect return calls to 800 number callers. In addition, companies cannot direct pay-per-call services to children under 12 unless they are educational services directed to school study areas.

(Continued on page 33)



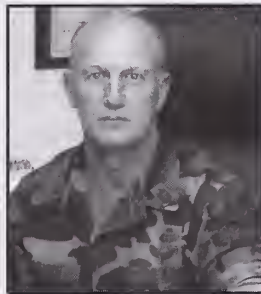
Public Affairs Soldiers

"Be a part of the training taking place..."

By Command Sgt. Maj. Art Johnson

Recently I had the pleasure of addressing public affairs office representatives from each of our major subordinate commands during their conference held here at INSCOM. I understand it was a great conference and much was accomplished. I want to focus this article on public affairs soldiers.

As most of you know, your unit public affairs office representatives are very important to your command. They are a media to tell the unit, Army, and soldiers' stories. In my travels, I have had the opportunity to speak to numerous soldiers on a variety of subjects that could be included in your units' journals. *Very few public affairs office reps ever approach me.* Part of your job is to interview officials who visit your unit. Do not allow great soldiers such as the sergeant major of the Army to visit your unit without getting an interview with him. He is a wealth of knowledge on what's going on in our Army.



Take the opportunity to spend time with the INSCOM commander during his visit. Get his view of where INSCOM is headed, and what he thinks is important for everyone to know. Be proactive and

take accurate notes. Very few individuals like to be interviewed, but if you prepare yourself for the interview and provide the interviewee with questions prior

"Always look like a soldier."

to the interview, everything will go well. There is more to being a unit public affairs soldier than following someone around taking pictures as they visit your unit.

Let me share some helpful hints that will go a long way as you do your job. Always look like a soldier. Never visit training unless you dress in the same uniform as those training. Wear a helmet, load-bearing equipment, and battle dress uniforms if that is what the soldiers training are wearing. Never show up in the field riding in the unit sedan wearing the class B uniform to write an article. Be a part of the training taking place. Lastly, take pride in yourself, your unit and your public affairs mission. Work to make your publication the best in INSCOM.

Share stories with the *INSCOM Journal*, make it a point to send at least one article per month to be published in the *Journal*. Soldiers like to see and hear their story. Tell it to all of us. I look forward to reading about what is happening in your units.

The next time I visit your unit, I'll be waiting for you to interview me.



(800 Numbers continued from page 32)

Services directed to children under 18 must state parental permission is necessary to make the call.

Jansen advised consumers who believe they have

INSCOM soldiers and civilians should look for tip-offs that an 800 call may not be free. If the number offers services such as "adult" talk lines, dating, horoscopes or psychic readings, you may end up paying for it. International prefixes such as "809" or "011" are also tip-offs for pay-per-call lines.

been billed wrongly for 800-number calls to dispute the charges.

"Follow the instructions included with your billing statement for disputes," she said. "Call or write your local or long-distance telephone company or, in some

cases, the independent firm that provides billing services. To be protected you must notify the company listed on your bill within 60 days after the first statement containing the error was sent."

Consumers can also report problems with telephone information or entertainment services to the National Fraud Information Center, a private organization. Call toll-free 1-800-876-7060. It is open 9 a.m. to 5:30 p.m., Eastern Time, Monday through Friday. The center will also report complaints to the national Telemarketing Complaint System operated by FTC and state attorneys general.



Mrs. Harris works for American Forces Information Service.

Clearances: Up close and personal

Time consuming and expensive to obtain and maintain, a security clearance is a must in our business; you can speed the process by knowing the rules

By Spec. Cherise Richardson

Some of us have them, some of us are waiting for them, and some of us just wonder what the big deal is. Anyone that has ever had to apply for a security clearance knows there is a lot of paperwork and an even longer wait involved. Security clearances provide access to classified material/information on a need to know basis. The different levels of clearance are Confidential, Secret, and Top Secret/SCI (Sensitive Compartmented Information).

Initial clearances

The Army Regulation AR 380-67 establishes procedures and policies pertaining to security clearances. Initial clearances are done for soldiers and civilians who have never held a clearance. To start the process, you must complete DD Form 398 (Personnel Security Questionnaire), DD Form 1879 (DoD Request for Personnel Security Investigation), FD 258 (Fingerprint Card), and DD Form 398-2 (National Agency Questionnaire) if you are married.

An initial clearance takes an average of 176 days to complete. Your security clearance processing time can be delayed if you provide incorrect information, or incomplete forms, or if investigators find derogatory information during an investigation. Derogatory information (depending upon the severity) can result in your clearance being denied.

Anyone who does not hold a security clearance is known as "uncleared" or a "red badger," and is not allowed to work with or around classified information.

According to Mr. Luther D. Lowrie, Chief, Personnel Security,

Headquarters, INSCOM processes approximately 50 to 60 initial clearances in a year, at a cost of nearly \$1,760 per person.



Clearance Updates

Once you have obtained a clearance, it is valid for five years if there is no break in federal service exceeding 24 months. At the four year-and-six-month mark, you must update your clearance. It is your responsibility to ensure that clearance updates are submitted on time. Your activity's security manager will be notified of any clearances needing to be updated, who will then notify you.

To update your clearance, you prepare the same forms as for an initial clearance, except for the FD 258 Fingerprint Card.

If you are planning to leave the federal government or retire from federal service within one year and your security clearance is going to expire, you are not required to sub-

mit a five year update. Your security clearance remains valid until you retire or leave federal service. If you do submit an update, the Defense Investigative Service will cancel the investigation upon determining that you are leaving federal service.

It costs about \$1,000 to update a security clearance, and takes nearly 163 days to complete.

Lost or Revoked Clearances

While updating your clearance in a timely matter is very important, it is rare that a clearance is revoked because of late submission of an update, but it can happen (depending upon how much time has lapsed).

Derogatory information can also cause a clearance to be revoked. Commanders can suspend access to sensitive material/information and recommend to the U.S. Army Central Clearance Facility (CCF) that a clearance be revoked. All requests for revocation must be justified in writing. When this is done, the soldier or civilian will be removed from that duty position. After an investigation is completed, the case is forwarded to CCF for adjudication. The individual has an opportunity to explain and provide information. CCF will make the final determination to allow the individual to retain or lose a security clearance.

While the cost of getting a clearance is expensive and time consuming, it is for the best interest of the government. It ensures only people who deserve a clearance obtain one and keep it.



Spec. Cherise Richardson is a stringer for the INSCOM Journal.

Calendar of Events

May 1995

Asian-Pacific Islander Heritage Month
Family Support Month

- 1 May Day
- 1 U-2 Incident, 35th Anniversary
- 1-7 Childcare Awareness Week
- 2 Berlin Surrenders, 50th Anniversary
- 2 INSCOM OPSEC Day
- 8 VE Day, 50th Anniversary
- 12 Military Spouse Day
- 14 Mother's Day
- 20 Armed Forces Day
- 29 Memorial Day (Federal Holiday)

June 1995

National Patriots Month
Cancer in the Sun Month

- 5-11 National Safe Boating Week
- 6 D-Day Anniversary, Operation Overlord
- 11-17 Flag Week
- 14 Flag Day
- 14 Army's 220th Birthday
- 18 Father's Day
- 21 Battle of Okinawa ended, 1945

1995

June

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July

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August

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September

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31					

November

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1996

January

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29	30				

May

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28	29	30	31		



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H	A	U	T	O	M	A	T	E	D	Q	J	O	I	N	T	I	E	R	E	D	I
A	S	P	L	I	T	B	A	S	E	D	B	Y	U	S	E	F	W	X	U	B	T
I	S	U	T	T	E	C	H	N	I	C	A	L	L	S	Y	X	J	N	A	U	
N	E	K	P	U	P	O	Q	X	L	O	F	B	D	Q	B	I	D	G	C	T	A
O	T	H	M	P	R	O	F	E	S	S	I	O	N	A	L	Y	O	T	E	T	T
F	S	R	O	P	O	E	I	N	W	M	G	H	O	U	J	Y	I	N	X	L	I
C	O	W	S	E	N	R	D	D	S	J	E	P	C	B	X	C	F	T	E	E	O
O	O	F	H	Z	C	J	T	O	Y	S	B	C	T	J	A	E	F	S	R	F	N
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C	O	N	M	U	L	T	I	C	I	S	C	I	P	L	I	N	E	D	I	E	L
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R	P	Q	E	E	N	D	E	P	L	O	Y	A	B	L	E	L	Y	K	E	D	W
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*Words may be read straight across, backward, up, down or diagonally.
The solution is on page 29.*

FOCUS
BRIGADE
SPLITBASED
TAILORED
RESERVES
EXERCISES
MULTIDISCIPLINED
TERRESTRIAL
COLLECTION

FAMILY
TIERED
COMMAND
CORPS
TACTICAL
SUPPORT
FTX
FIELD
WORLDWIDE

ANALYSIS
QUALITYOFLIFE
ASSETS
LEADERSHIP
DIVISION
TECHNICAL
DEPLOYABLE
INTELLIGENCE
SITUATIONAL

SATELLITE
JOINT
CAPTURED
MONEY
LANDLINE
PROFESSIONAL
BATTALION
LOWINTENSITY
PORTABLE

BATTLEFIELD EYES
WARFIGHTERS
COMMUNICATIONS
MISSION
CHAIN OF CONCERN
AUTOMATED
MOBILE